

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

Auto-size  
Management  
Club News  
section - Page 11



DECEMBER, 1952 • FORTY CENTS



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## ENGLAND—BACK TO CAPITALISM!

**U**NDER conservative leader Winston Churchill, the British government is trying to find a way to return the industries it recently nationalized to private ownership and operation. They have found that socialism will not work.

Prime Minister Churchill's plea to Parliament has been, "Let's get back to capitalism!"

After attempting to operate under the Federal government for less than two years, the British steel industry is being returned to private ownership. The same is true with the long-distance trucking industry.

Neither business has made ends meet under the bureaucratic operation. In a remarkably short time, the British have proved to their dissatisfaction that socialism will not work.

The British have found that trying to profitably operate a business without the human initiative of private ownership is something like trying to start a fire without first having a spark.

Less than a year ago, the late Cecil Palmer of England published a book (250,000 words) on "The British Socialist Ill-Fare State." He told very specifically why socialism would fail in England. He had the book published in the United States because he felt Americans would want to know how to avoid the errors made by his countrymen.

But the book was not popular in the U. S. Americans generally yawned and shuddered at the thought of reading so many words, even though this country was following the same path England was ten years ago . . . experimenting with socialism at the expense of our national economy, the well-being of our factories and plants of free enterprise, and our taxpayers.

Will the fact that socialism has failed in England have greater effect on Americans than Cecil Palmer's book saying it would not work?

Our feeling is that it will. Though Americans are sometimes slow to make up their minds about which course of action to follow, the end result generally proves that a wise decision was made. Internal indications here are that we have learned another good lesson from our Motherland.

Perhaps one reason is because the Scotch blood many of us have coursing through our veins cries out in protest against the British socialist experiment, which has now failed despite the expensive financial transfusions from us as taxpayers.

## ARE YOU COMMITTING SUICIDE?

**T**HOSE scientists who probe into the depths of the human mind say there is a desire in all men and women to destroy themselves. They say the professional dare-devils of the speedway and airways satisfy themselves and the audiences by darting into the jaws of death, then jumping out again—unscathed. This is rightly called "cheating death."

Have you stopped to think recently that even though you don't race around dirt tracks in powerful cars or play Russian roulette with a .45, you may be destroying yourself through your self-pity and spite? Do you find it easy to "get it in" for somebody and to enjoy the heat of anger that surges through you as you plot to destroy or hurt them?

All at the expense of your arteries, brain and other vital organs. At the expense of your work and general responsibilities.

Have you stopped to think that maybe you're nourishing emotions of spite and self-pity in your particular plan for destroying yourself?

Dr. Roy A. Burkhardt, senior minister of the First Community church of Columbus, O., recently pointed out that: "The only way a person can really hurt you is to get you to hate him. This attitude hurts your body, blights your mind, and does you a real injury."

In connection with these thoughts, the ancient saying is recalled which goes: Those whom the gods destroy they first make mad.

And there's another saying which fits in well here: No man is big enough to hate and every man is big enough to understand and to love.

So give yourself a break . . . next time you feel the urge to get revenge on the man who steps on your toes, talk it over with him. Satisfy yourself that if he did it on purpose and you show compassion, his anger at your patience will give his arteries a much worse pounding than your fist could ever give his nose.

*W. C. Sullivan*



## ABOUT THIS ISSUE

The editors of MANAGE wish to acknowledge the many NAF club correspondents, who with their capable and enthusiastic reporting, are responsible for our "Management in Review" section each month. This month, starting with page 11, MANAGE is devoting more than ten pages exclusively to management club news.

## ABOUT THE COVER



In both fair weather and Wisconsin winter, paper mills such as the Thilmany Pulp & Paper Company at Kaukauna, Wisconsin, operate around the clock to supply the growing needs of American industry.

On this month's cover, the scene is a typical paper mill country one and was taken at the Thilmany plant when the mercury of the thermometer rested on the 30-degrees-below-zero mark. Logs from Montana forests are being put into a steaming "hot pond" for a pre-soaking prior to being barked, cut into chips and cooked into pulp.

Known as "The Mill of Paper Magic," Thilmany carries its production of quality kraft papers through an integrated operation. From the pulp mill, the basic raw materials are combined with water to produce paper on eight paper machines. Kraft papers then go to one of five converting departments within the two mills where they are converted into Thilco bags, Decorated papers, Asphat papers, Waxed papers, and Glassine and Greaseproof papers.

Thilmany has long been a leader in the specialty papers field. In addition to producing more than 3,500 grades of Thilco papers, Thilmany manufactures special grades for use by other converting mills.

Thilmany Pulp & Paper Company supports The National Association of Foremen as it provides protection, identification and sales appeal for America's products.

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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## THIS ISSUE'S PAID CIRCULATION: 53,158

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 53,158 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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# DO YOU CARE WHAT THE WORKER THINKS?

The Director of Marketing and Research for MacFadden Publication, Inc., says you as a supervisor or foreman had better start caring what the employees you supervise think. How else can you expect him to understand you . . . or care what you think?

By Everett R. Smith

**T**HE subject is, "Do you care what the worker thinks?" All of us better care what he thinks.

The worker, as a group, has become an increasingly powerful factor in American life. This extends all the way from the problem of the individual business, to the community and to the nation.

This year's Republican Convention in Chicago was strongly influenced by the attitudes of the workers throughout the country.

Survey reports of the Wage Earner Forum earlier this year reveal that nearly 98% of the workers feel that top people in the administration have been involved in the scandals which have come to light.

The workers, with their greater incomes in terms of dollars, are today increasingly conscious of taxes and of government expenditure. They feel that there is a great deal of waste in government, and 8 out of 10 of the wage earners and their wives feel that much of the cost of the armament program could be taken care of by reduction of un-



necessary governmental expenditures.

It is frequently said that the public on the whole, wants anything they can have handed to them by the government, but fewer than one-fourth expressed themselves as being in favor of socialized medicine and half of them are definitely and strongly opposed to any such program.

As to comment on President Truman's statement that within the next 50 years the average income will reach \$12,000 a year, a high proportion of the workers said, "What good would that do? The government will take most of it away from us in taxes."

Their attitudes are somewhat similar in regard to the program for National Compulsory Health Insurance, which is favored by

fewer than one-fourth of those who had heard about it and have an opinion to express. Approximately two-thirds expressed themselves as definitely in opposition to any such programs.

On the other hand, they like and approve company benefit programs, but the soundness of the wage earner attitudes in general is indicated by the fact that whether it is a group insurance or a group medical expense program or whatever it is, they favor in connection with their company's operation, from 80 to 90% in every case state that the worker should pay a share of the cost.

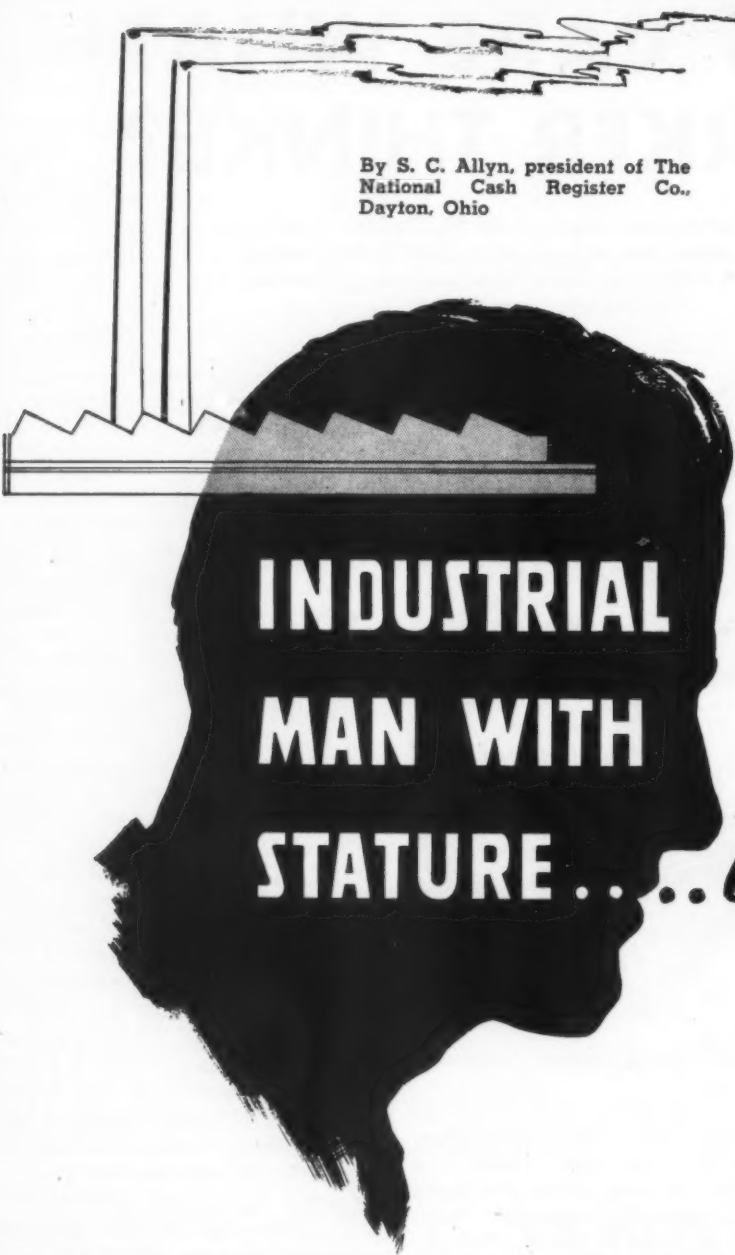
What is stated and agitated by the union heads does not always represent the attitudes, interests and desires of the members of the union. A most striking example of this in recent months was shown in connection with the steel strike. That strike was continued for a long period over just one point, which was the escape clause in the final contract which cancelled the completely closed union shop.

In the nationwide poll of the Wage Earner Forum while the steel negotiations were going on, only 55% of the union members expressed themselves as being in favor of such a closed shop arrangement and more than one-third of them expressed themselves as definitely opposed to it. Of the workers who are not union members, three quarters are opposed to the union shop. The workers made such voluntary comments as; that this is a free country; that the union shop is a form of dictatorship and gives the union too much control; that

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Mr. Smith led a conference on "Do You Care What the Worker Thinks?" at the 29th Annual NAF Convention, Cleveland, on September 18. This article is from his opening remarks.



By S. C. Allyn, president of The  
National Cash Register Co.,  
Dayton, Ohio

# INDUSTRIAL MAN WITH STATURE...

# ...the foreman

The "first team" of American industrial and business management is the foreman-to-president group. With the showing of every individual department depending on its foreman or supervisor, your responsibilities as a member of management are at an all-time high . . . and don't laugh off human relations as a psychologist's folly.

**W**E used to say that an institution or a business is but the lengthened shadow of a man. Today it is much more accurate to say that an institution or a business is the lengthened shadow of TEAMS of men.

As a foreman—whether your

company be large or small—you are playing on the first team. Your individual department reflects *you* more than it does any other one man. And what your company is or is not also reflects *you* in no small measure.

The program of this meeting

recognizes the changes that have been taking place in the industrial world by its very theme, "Gearing Foremen to Competitive Times." By "Competitive Times" I am sure you mean competition for better and lower cost production, and competition in terms of selling the product. But these are "Competitive Times" also in gaining the confidence, the loyalty, and the best efforts of men on the job. The problem is, basically, one of human relations.

## THE MOST USEFUL PERSON

In my opinion the most useful person in the world today is the man or woman who knows how to get along with other people. That is, without question, the most important qualification for success in any job, in any field.

In preparing for this meeting, I talked with several of our own foremen. I asked them, among other things, what proportion of

their time was devoted to what you might call human problems. They estimated 65 to 70 per cent. Had I asked the same question of others, the replies, no doubt, would have been much the same. Similar estimates by you who are here today would probably not be greatly different. So there is good reason to say that the ability to get along with people is the most important qualification you can bring to your job as a foreman. It takes more of your time than all of your other duties put together.

You certainly know from experience that often the *real* reason why a man does not give his best to his job is not apparent on the surface. It may involve a really serious problem. It may be only a minor misunderstanding. Either way, it gets right back to human relations.

MANAGE December 1952

Misunderstandings probably cause the most trouble. Rumor, growing out of lack of information about what is going on, is another trouble maker. Lack of recognition—real or fancied—undercuts many a man's mental attitude. Troubles at home—sickness, financial, sometimes domestic—are not wiped from a man's mind by punching a time clock. They go right with him to the job.

These are dangerous . . . dangerous because they are both subtle and insidious. Often in the case of an individual employee you do not know they exist. But they get in their work just the same. You see it in poor workmanship, in dissatisfaction shown in many little ways, in lack of the team spirit, in a general let-down as far as that individual is concerned.

#### WINNING THEIR CONFIDENCE

Many times the most difficult job of all is to get people to tell you what is worrying them. Unless you are close to your people, unless they feel free to talk to you, unless they can count upon understanding and consideration . . . they never will tell you. And winning their confidence is the first test of any man in a supervisory capacity!

You may say, "That's all very well but it's easier said than done. You can't just walk up to a man and say, 'Anything worrying you today Joe? . . . tell me all about it.'" No, it's not that simple. You can't handle people on a conveyor and you can't approach them as you would a problem in mass production. But there are ways of encouraging men to tell you what is on their minds and they are neither mysterious nor complicated. Nor does it take a psychologist to figure them out.

Because of my familiarity with our own business, I'd like to tell you about something we started here last year. We thought it would be a good idea for each foreman to have a personal talk with each of his employees. The word was passed around and a real effort was made to carry out this suggestion. But it was a little haphazard, for there was no particular basis for deciding who to talk to, and when; and it was an easy thing to put off doing.

Then somebody had the happy idea of having these little talks on an employee's birthday. That gave a reason for calling a man in. You could start by wishing him a happy birthday, then quite naturally ask him to sit down and talk for a while. As these interviews progressed we found out there was plenty we didn't know, at least in terms of the problems of individuals.

At first some employees had their fingers crossed. Some talked a little but didn't go all the way. A few took us at our word and told exactly what was on their minds.



C. C. ALLYN

*This article is from Mr. Allyn's remarks to the first annual conference of the Southwestern Ohio NAF Council, which was held in Dayton, October 18, 1952.*

If they had a criticism they expressed it. If they thought something was wrong they said so. As time went on they and those working with them found that nothing they said in these interviews was ever used to their detriment. On the contrary they saw changes made as a result of their conversation. Often the worker found a not-too-difficult answer to some problem that had been a real worry to him. Obviously the value of these interviews grew as they earned the confidence of employees.

To give you an idea of just what these interviews mean, I am going to borrow from the experience of one of the foremen I talked to. His own enthusiasm for the idea was evident, but I asked him for some specific examples of where and

how it had helped. He told me of a number, I shall mention two.

The first was a man who had been with the company seven years, worked on one of our most complicated machines. He had been a good workman, but something had happened. The quality of his work fell off; he had more and more complaints and was obviously dissatisfied for some reason or other. During his birthday interview his foreman frankly asked him what was wrong. He got his answer in pretty much these words; "I have made more than one suggestion on changes and nothing ever happens. Our work is controlled by what is done by people on the jobs ahead of us. If they make a mistake it affects me. I've got to the point where I just don't care."

#### MISUNDERSTANDINGS

Well, what had happened? The man had made some good suggestions. Engineers had been over to talk to him about them. What he didn't understand was the time involved in an engineering change. The foreman went to the trouble of showing him. He took him to the jobs preceding his own, about which he was complaining. He let him do those jobs long enough to find out for himself some of the problems involved. What was the result? The man was amazed at the problems. He frankly admitted that he had been mistaken in his appraisal of those other jobs. Today he is a happy, cooperative employee.

The second case involved a change in jobs. In getting into production on a new model, certain employees were gradually shifted from work on other models. As time went on, one of the men in this department began to show definite evidence of dissatisfaction but never said what was wrong. During the birthday interview, conversation went from family to hobbies and other things and finally hit the main point. This man put it pretty bluntly. He said, "I want to know what in the hell's wrong with me. You are moving other people, but nobody's ever said a word to me. If my work isn't good

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By Richard M. McKeon, S. J., Director of the Le Moyne College School of Industrial Relations, Syracuse, New York.

## ESCALATORS: *Principle and Practice*

**A Christian educator objectively looks at the popularity of the escalator clause in American bargaining . . . and salutes it as a great step for both management and labor.**

**D**URING the spring and summer of 1950, the writer was touring ten countries of Europe and studying their social and economic activities. The cruel evidence of the late World War—ruined factories, crippled railroads, insufficient electric power—made a deep impression which still lasts. It is true that the Marshall Plan, that magnificent act of most generous Christian love, had enabled many economies to be restored to an advanced stage of production. This meant that millions could look forward to a better day and that the fear of Communism was lessened in despairing hearts. Because of the high numbers of Communists in many unions, the road to sound relations between the worker and management was very difficult.

Accordingly when the news of the five-year contract between the General Motors Corporation and the United Automobile Workers, CIO, reached me in Paris, I felt renewed confidence in the stability of the American economy. Here

was the longest agreement in the history of collective bargaining. And in it were resumed the escalator clauses of the 1948 contract. Since that time the universal praise from the best authorities in regard to this contract would fill a big volume. The *New York Herald Tribune* stated in an editorial: "Perhaps the most significant aspect of the settlement is the length of time for which it runs. Expectation of a period of high production and employment and of general prosperity is reflected here. It is only when confidence is strong that labor and management can agree to a long-term program."

The principle that wages should be directly related to the cost-of-living has a very vague background in American industrial relations. A few contracts touching this principle were in evidence after 1918. A fair increase in escalator coverage appeared during World War II. Then came the GM-UAW contract in 1948, and in early 1952 it is estimated that over 4,000,000 workers

now enjoy the protection of escalator clauses. Rubber, transportation, textiles, chemical, and many other industries have followed the General Motors wage pattern.

The great post-war strikes severely affecting the national economy are not a pleasant lesson to remember when America is now trying to sell our ideas and ideals to many nations of the world. It was high time to adopt an objective standard which would reduce the causes of friction. Benjamin L. Masse, S. J., writing in *America*, September 29, 1951, states:

"To figure out the essentials of such a standard was fairly easy. It would have to assume two things: 1) that the workers would not suffer a loss in real income through changes in the price level; and 2) that the workers would share in the growing productivity of the economy and thus enjoy a rising standard of living.

"In the 1948 GM-UAW contract, these essentials were covered by

(Continued on Page 32)

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# *Always* QUALITY

FULFILLMENT of this pledge has been the primary objective of THE BRIGGS MANUFACTURING COMPANY for more than forty years. The success of this effort is clearly attested by the inbuilt fineness of all Briggs products, automobile bodies as well as plumbing fixtures. And equally important is the skill and know-how with which industry's most advanced mass production techniques are being applied to this basic Briggs quality.

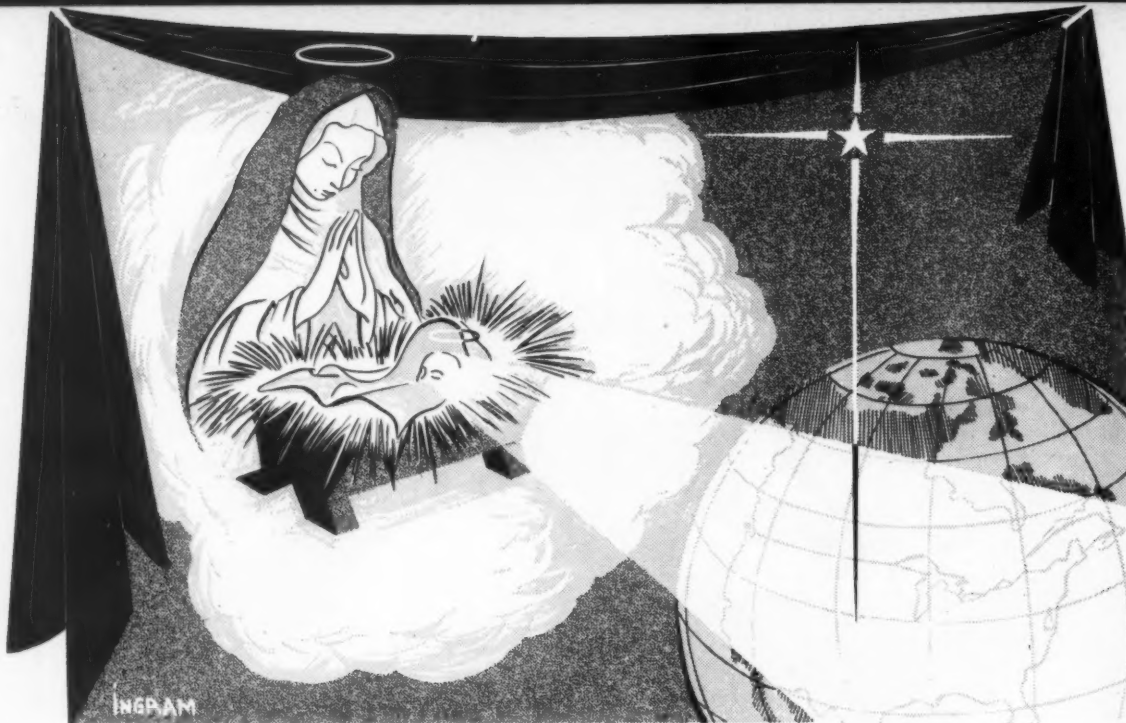


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## WHAT HAS CHRISTMAS TO DO WITH AMERICA'S PROSPERITY?

**I**N one important sense it can be said that the American economic system—the system that accounts for America's prosperity—was born in a stable in Bethlehem 1,952 years ago.

The American people prospered as no other people had ever prospered before because they behaved as no other people had ever behaved before.

This behavior was and is the direct result of three basic beliefs that came to the Western world through the teachings of the child who lay in that humble stable.

**T**HE first and most important of these beliefs was that man owes allegiance to no other man: he owes allegiance only to God.

Up to this time the "fact" that the great mass of people were born only to serve "their betters" had never been effectively challenged.

This challenge was written into the American Constitution: the first political instrument that declared the supremacy of the citizen over his government.

Thus was established the *climate of freedom* without which Americans would never have achieved their economic miracles.

**S**ECOND, there was the new conception of honesty and decency in business relations that grew out of the Golden Rule.

The traditional and prevalent business principle of *caveat emptor* (let the buyer beware) was identified as a *sinful* concept: any American who cheated another man in a business transaction became both morally and legally guilty.

"Do business with others as you would have others do business with you," became the basis of American business philosophy.

It is not to be supposed that every American has lived up to this ethical standard, but *most* of them have, and the result is seen in the sturdy foundation of mutual confidence that exists between most business groups.

**T**HIRD, is the American concept of private property, which sprang from the first two.

The fact that *man is free* supports his inalienable right to private property.

The fact that *man should deal honestly* supports the fundamental law that his private property should not be stolen from him by anybody—including government.

Here we have the crux of the matter—*America prospered because private property was safe.*

The most important form of private property (from the standpoint of prosperity) is found in the tools of production which enable man to multiply his productivity immeasurably beyond the capacity of his muscles.

**I**T is true that Christ was far more concerned with man's spiritual welfare than with man's economic welfare.

But it is also true that when we follow His principles "all other things are added unto us."

He commanded us to be free of government.

He commanded us to be honest with each other.

He commanded us to protect private property.

Prosperity followed as night follows day.


But to keep it, we must keep those commandments.



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**THIS** month **MANAGE** turns its undivided attention to the local activities of the management and foremen's clubs affiliated with The National Association of Foremen. It is admittedly long overdue, caused by a relentless influx of timely feature material which took temporary precedence over the local recognition.

The officers and working committee members of the 315 NAF clubs throughout the U. S. are to be commended for their work as reflected on the following pages. Through their tireless efforts, the national association and the various segments of the management profession are becoming fine examples of closely-knit unity. The backbone of the "unity in management" movement is truly the local club activities.



**GETTING COMPANY POLICY FROM THE TOP MAN**—Solar Aircraft Company is priding itself on a long-established method of maintaining good human relations within the organization. Above, Edmund T. Price, Solar President and General Manager, addresses 2,800 of the San Diego plant employees on the results of the Company's fiscal year which recently ended. The meetings last about an hour and are on company time, at a period in the afternoon when both day and night shifts can attend. Citations to employees for outstanding service to Solar and the community are also carried on at these sessions.



**FILM-ADVERTISING MOVIE TOUR FOR ROCKY MOUNTAIN MANAGEMENT CLUB**—J. Don Alexander, second from left, president of the Alexander Film Co., Colorado Springs, was host to the Rocky Mountain Management Club at his plant in August. RMMC Booster Manager Warner V. Burbank is shown at left, and Humbert A. Hitt, second from right, is President. Harold S. Craig, RMMC Executive Secretary-Treasurer, is at right. Over 100 members of the Club took the tour of the film company, which is the world's largest manufacturer of TV and movie film-advertising shorts.



**WELCOME HOME, DELEGATE!**—LeRoy Baumgardner, right, the retiring President of the United States Spring & Bumper Co. Foremen's Club, Los Angeles, is welcomed home from Cleveland, O., where he was the club's delegate to the 29th NAF convention. Others in the photo, left to right, are Art Fisher, Secretary-Treasurer; Tom St. George, Vice President, and Dwight Avery, the new President.



**SIGNING UP TO BE DONORS**—When the Nashville, Tenn., Blood Center announced a critical shortage of blood, the Crosley Avco Management Club pledged itself to provide ten donors weekly. Signing up above are, standing left to right, Bill Sudekum, L. S. Smith, Roger Hall, Tom McCabe and L. S. Bass. Seated to sign up first is Burt Marshall, Club President.



**STATEN ISLAND RE-ELECTS**—The Staten Island, N. Y., Management Club has re-elected all its 1951-52 officers to serve during the 1952-53 year. Left to right are Charles Boylan, Treasurer; Paul Lindstrom, Vice President; John Mackintosh, President; Julius Podlucky, President of "J. P. Farms" who officiated at the installation; Irving Herzog, Secretary, and Dominick Nicoitera, Sergeant-at-arms.

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**CONFERENCE IN A COAL MINE—**J. V. Kappler, right, NAF Area Manager, discusses the mining business with Homer Webb, left, Vice President of the Armco Mining Division Foremen's Club, Montcoal, W. Va. In the center is Dennis Mooney, a Past Club President.



**MAECO TRAP SHOOT TROPHY WINNER—**W. R. Brewer, left, won the annual trap shoot of the Maeco Management Club, Monroe, Mich. Making the presentation are Earl Barron, center, and Floyd Swartz.



**WIVES OF BURBANK MANAGEMENT CLUB INCOMING AND OUTGOING PRESIDENTS PARTICIPATED** in the installation of officers at the club's dinner-dance, Saturday, Sept. 20, at Ciro's Restaurant in Hollywood. Front row, from left to right, Mrs. Howard Schultz, Mrs. Roy Bell, and Mrs. C. D. "Tex" McQuay. In rear are Howard Schultz, Incoming President; Roy Bell, former NAF Area Manager, installing officer, and C. D. "Tex" McQuay, outgoing President.



**AMERICAN AIRLINES ADMINISTRATIVE ASSOCIATION—**The officers of the newly-organized American Airlines NAF club in Tulsa, Okla., are shown above shortly after they received their official charter. Left to right are J. C. McCormick, Treasurer; E. Fleischnick, Vice President; L. K. Chalupsky, Secretary; R. H. Burck, President, and H. J. Morava, Sergeant-at-arms.



**PAST PRESIDENTS HONORED—**H. E. Riordan, Sylvania executive, left, presents pins to three Past Presidents of the Sylvania Foremen's Club of Buffalo, N. Y. Left to right are Mr. Riordan, Bert Pratt, Murray Olmstedt and Orville Jensen.



**"WELL, IN ANSWER TO YOUR QUESTION . . ."**—S. H. Kilmer, left, answers a question from the floor as the Spang Chalfant Supervisors Association, Ambridge, Pa., had a panel discussion at its October meeting. Others in the photo are E. L. Crane, center, and E. G. Unrath.





**CHARTER TO MAGNAVOX**—Officers of the Magnavox Management Club of Tennessee, Greeneville, Tenn., are shown above as they received the club's official NAF charter from E. J. Shetler, an NAF Vice President from Knoxville. Left to right are Bob Brown, Treasurer; Bob Skarie, Secretary; Bob Minturn, President; Mr. Shetler; Walter Alexander, Vice President, and Benny Mascincupp, Vice President.



**CHARTER TO AMERICAN AIRMOTIVE**—Robert S. Bush, third from right, presents the newly-affiliated American Airmotive Management Club officers with the official NAF charter. Left to right above are Robert Byrd, Vice President; Rahland Zinn, former temporary chairman; Jim Schneider, President; Mr. Bush; Harold Breuel, Secretary, and J. Ingram, Treasurer.



**PAST PRESIDENTS AND AREA MANAGERS**—Six Past Presidents of the 1948 Club of Pratt & Litchworth Co., Inc., Buffalo, N. Y., received their pins of recognition at the October meeting. Also on hand were two NAF Area Managers, Ray Monsalvatge and Norman George. Left to right above are Mr. Monsalvatge; Harry Moeblau, 1946-47 President; George Wilson, 1947-48 President; Joseph Mache, 1948-49 President; Miles Stover, 1949-50 President; Howard Link, 1950-51 President; Joseph Molloy, 1951-52 President, and Norman George, NAF Area Manager.



**MAN OF THE MONTH**—C. E. Wilson, Sr., right, of the plant engineering control department at Lockheed Aircraft Corporation's Georgia Division, is congratulated on being named the Management Club's Man of the Month at a recent meeting by Harvey Christen, director of quality control. Christen has been with the Lockheed organization since the days when it was building wooden monoplane.



**NAA HIGH PERFORMANCE RATER**—John Flanagan, left, Foreman of Department 23 of North American Aviation's Columbus, O., division, is congratulated by Club President Jack Mathews on winning the "monthly high-performance plaque" for plant management.



**TAKING THE REINS**—Dale R. McCracken, right, was presented the President's gavel to head up the Foremen's Club of Toledo, O., recently by outgoing President John Harron, back to camera. Mr. McCracken represents the Champion Spark Plug Company.



**TOP SHOPPERS IN ZONE A**—Hank Ryman, left, new President of the Grayson Administrative Conference, Lynwood, Calif., presents the "top Zone A shop club" plaque to the outgoing GAC President, Don Hart. The GAC group won the award during President Hart's administration.



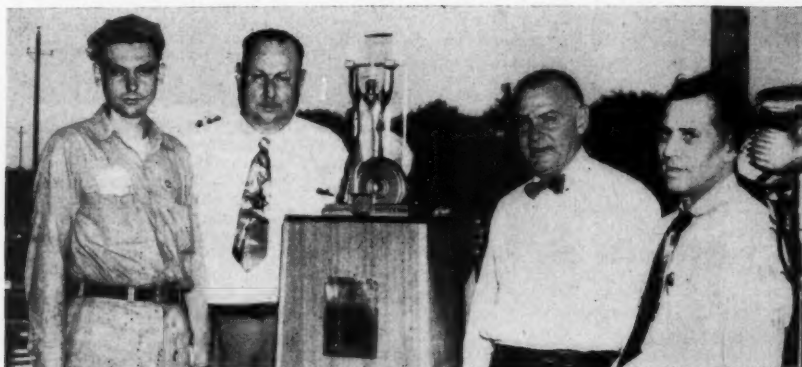
**AWARDS TO KOKOMO CLUB**—Joe Cain, NAF Director, left, presents award certificates won by the Kokomo, Ind., Foremen's Club at the 29th NAF convention to C. R. Small, Club President. The presentation was at the October meeting.



**"MOVE UP IN YOUR JOB"**—Clark C. Stockford, author of the book by that name, above, addressed the AMF Management Club of American Machine and Foundry Company, Brooklyn, N. Y. in September. The Club rates the speaker as "tops" and recommend him highly to other NAF clubs.



**MAECO MANAGEMENT OFFICERS**—Al Knegendorf, third from right, is congratulated on his election as President of the Maeco Management Club, Monroe, Mich. by Kim Wilson, immediate Past President. Others in the photo, left to right, are Henry Bogert, Director; Orlo Schatte, Director; Mr. Wilcox; William J. Phelan, Vice President; Mr. Knegendorf; Floyd A. Swartz, Director, and Kenneth Bunce, Director.



**OLIVER OF CHARLES CITY WINS AWARD**—The President's Safety Trophy for the best no-accident record among the plants of the Oliver Corporation was won this year by the Charles City, Ia., factory. Left to right at the presentation ceremony are John Ingram, President of Local 115-F, UE; George Bird, General Manager; A. King McCord, Oliver President, and Gordon Atherton, President of the Oliver Charles City Management Club.



**SCHOLARSHIP AWARD WINNER**—Wesley Van Tuinen, left, Treasurer of the Nash-Kelvinator Management Club, Grand Rapids, Mich., turns over a check for \$200 to the registrar of Calvin College, right, to be used for tuition and fees for Miss Karen Block, second from left, the Club's scholarship winner. In the center is Henry Block, father of Karen and Nash-Kelvinator employee. Second from right is Samuel DeLeeuw, Chairman of the Club's Scholarship Committee. (Grand Rapids Press photo)



**HOST TO CIVIC CLUBS**—Above are the men who took active parts in the recent meeting in honor of local civic clubs by the Spindale, N. C., Foremen's Club. Left to right are Furman T. Finley, President of the Spindale Mills Foremen's Club; Odell A. Harrill, NAF National Director; Dr. Kenneth McFarland, the speaker; A. G. Acinsohn, Jr., President, Spindale Mills and Cherokee Textile Mills, and Charles H. Reynolds, Vice President, Spindale Mills, Inc.



**PRESIDENT-ELECT OF ETHYL MANAGEMENT CLUB**—Levi M. Davis, Ethyl Corporation Purchasing Agent, will head the Ethyl Management Club after January.



**METAL PRODUCTS CLUB AFFILIATES**—NAF Director Robert S. Bush, left, presents a gavel to the President of the Metal Products Management Club, P. S. "Podge" Wilbourn, on October 13.

### Davis Heads Ethyl

**Baton Rouge, La.**—Levi M. Davis, Purchasing Agent for the Ethyl Corporation, will head a new slate of officers for the Ethyl Management Club when they take office in January.

Ernie Carr has been named Vice President; Dan M. McDonald, Secretary, and Robert H. Moles, Treasurer. Elected to the Board of Control were Marcus Batte, representing technical service; R. W. Maeser, representing Ethyl chloride section; Roy Rutland, representing sodium, and Carroll A. Hebert, representing the office group.

### TWO NEW NAF CLUBS IN FLORIDA

**Miami, Fla.**—The Metal Products Management Club and the American Airmotive Management Club, both in Miami, have affiliated with the NAF in recent weeks. Both clubs joined the national association through the efforts of the PAA Management Club of Pan American World Airways. Robert S. Bush, President of the PAA Management Club and a NAF National Director, presented charters to both clubs in October.

"We believe the affiliation of these two new NAF clubs is indicative of the increasing importance of industry in Florida," stated Mr. Bush on the successful organization of the two most recent NAF affiliates. "We're looking forward to the formation of additional NAF clubs in the state within the very near future."

American Airmotive was chartered with 90 members and Metal Products had 55 charter members.

### "Solar Suns"

**San Diego**—The Solar Suns, a boys' baseball team sponsored by the Management Club of Solar Aircraft, wound up their third successful season by winning the City Little League championship. The fifteen-boy ball club

costs the management group about \$1,200 to completely equip.

### Civic Club Host

**Spindale, N. C.**—Once each year, in the interest of community relations, the Spindale Mills Foremen's Club plays host to civic clubs in the community. On October 27, over 200 men attended the 1952 meeting at which Dr. Kenneth McFarland, Topeka, Kans., spoke on "The Educated Heart." Dr. McFarland is a lecturer for General Motors Corporation, the American Trucking Association, and Reader's Digest magazine.

Guests this year were members of the Kiwanis Clubs of Rutherfordton and Forest City; the Lions Clubs of Cliffside and Forest City, and the Rotary Club of Spindale.

Wilson H. Weaver

### Blaw-Knox Official

**Pittsburgh, Pa.**—Fred C. Baldock of Westfield, N. J., has been appointed Manager of Industrial Engineering of Blaw-Knox Company, it has been announced by Otto G. Schwenk, company Vice President.

In his new position, Mr. Baldock will be responsible for the development of industrial engineering objectives, policies and programs for the company's industrial products group (covering eight manufacturing divisions of the company).

Mr. Baldock for the past 11 years has been on the staff of Albert Ramond and Associates, Inc., industrial engineers of Chicago; and in the preceding 12 years was successively employed by a number of divisions of Chrysler Corporation. Originally of Mitchell, S. D., Mr. Baldock received a degree in mechanical engineering from the University of Minnesota.



**TO EUROPE**—Harry M. Hopkins, Operations Vice President of the Tool Steel Gear and Pinion Co., Cincinnati, has been in Europe since September as a member of a five-man Mutual Security Agency team. The team conducted management seminars on the philosophy and methods of American management with Austrian managers.

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**CLYDE PORCELAIN SUPERVISORS BACK HOSPITAL**—Seventy members of the Clyde, O., Porcelain Supervisors Club recently pledged \$1,500 to the Memorial Hospital of Fremont. The money will be used to equip an out-patient department. Shown above, looking over a model of a new hospital wing and handing over the check for the first installment, are Barney Celek, left, Club President, and Don Frederick, right, Club Treasurer. In the center is Jack Hahn, administrator of the Memorial Hospital.

### Political Debate

*Battle Creek, Mich.*—In the setting of a mock political convention, two local candidates for county prosecutor argued the pros and cons of the national debt before the Post Cereals Foremen's Club here. The candidates were F. Jack Neller, Republican, and Joseph V. Wilcox, Democrat.

Prior to the meeting, three Post Cereals Foremen's Club members gave mock political speeches while standing on boxes of "Tide" and "Duz."

Chairmen of the unique program was Cliff Haughey, senior project engineer (development), and Roy Howard, assistant personnel manager.

### Serious Shortage

*Marietta, Ga.*—Modern industry is being handicapped just as seriously by a shortage of qualified administrators today as by the much more publicized shortage of technicians, D. J. Haughton, Vice President and General Manager of the Georgia division of the Lockheed Aircraft Corporation, told the National Office Management Association recently at the Atlanta Athletic Club.

Mr. Haughton listed a 10-step guide to good administration and stressed particularly the number one point: A good administrator must have integrity and honesty.

Other qualifications given by Mr. Haughton require the successful administrator:

Set a good example; be absolutely impartial; have humility; possess drive and enthusiasm; think positively only; have ability to plan ahead; be able to delegate responsibility and authority; must sell the people over him as well as those under him and working along side him; and, finally, must be a plain human being.

"A good administrator must be willing to take chances and calculated

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**CANNON FOR ATOMIC SHELLS**—This industry-labor-military team helped produce the Army's newest weapon, a 280-millimeter gun capable of firing an atomic shell. Shown during the first demonstration of the weapon at Aberdeen, Md., Proving Ground recently are, left to right, W. E. Clark, Vice President of Dravo Corporation, Pittsburgh, manufacturers of the first production model of the gun's carriage assembly; Carl B. Jansen, Dravo President; Frank Pace, Secretary of the Army; Armand Palmerine, President of Local 61, Industrial Union of Marine & Shipyard Workers of America, CIO, at Dravo; General J. Lawton Collins, Army Chief of Staff, and W. K. Fitch, Board Chairman of Dravo Corporation.



**CHARTER TO ALADDIN MANAGEMENT CLUB**—Jack Irby, left, NAF Director, presented the NAF charter to Roy Haisley, President of the Management Club of Aladdin Industries, at a meeting of the Nashville Avco Management Club. Left to right above are Mr. Irby; John Roberts, Aladdin Club Program Chairman; Mr. Haisley; Victor S. Johnson, President, Aladdin Industries, Inc., and Morris Speck, Secretary of the Aladdin Club. The Nashville meeting was attended by NAF members from Avco, Aladdin, and the Victor Chemical Company Clubs at Mt. Pleasant and Nashville.

risks," Mr. Haughton emphasized. "And he must admit his mistakes. But if he is ever to achieve his goal, he must be willing to take action—to do something even if he does make a mistake."

The Lockheed vice president and general manager discussed briefly some phases of the Georgia Division operation where bombers are being built for the United States Air Force.



**ELECTRIC SCOREBOARD TO SCHOOL**—The members of the G&L Staff Club of Giddings & Lewis Machine Tool Company, Fond du Lac, Wis., invested \$2,000 in an all-electric football scoreboard for the city's board of education and high school football team. Making the presentation for the Staff Club are Harry A. Stangby, second from right, Chairman of the Scoreboard Committee, and Art Staerzl, right, Club President. Receiving the gift, left to right, are Mayor Edwin Weis, Board of Education President William Meyst, Schools Superintendent Harold Bauer, and High School Principal H. H. Theisen.

## Select Courses

**Columbus, O.**—The Educational Committee of the C. B. F. Management Club of Columbus Bolt & Forging Co. has announced the following courses to be offered the membership during the 1952-53 club year:

Case studies in handling people; Functions of Social Security, Unemployment compensation, and workmen's compensation; Personal legal problems; Quality control; Budgetary control and cost analysis;

Plant security; Income tax, computation and problems, First aid training; NAF Code of Ethics; Economics seminar; Labor, management contract interpretation; Job, shop production control; Advanced work simplification;

Job analysis and merit rating; Tool maintenance and setup practices; The pros and cons of golf.

Herbert Reel is Chairman of the Educational Committee. John Meinhardt is Club President.

## ASF Foremen Meet

**East St. Louis, Ill.**—"Marry and be Merry" was the subject of an address by William E. Skadden, Springfield, as he addressed the American Steel Foundries Foremen's Club here in October.

F. O. Reed, President of the ASF Club, received the NAF "Standard of Excellence" plaque from A. O. Anderson, St. Louis, a National Director of the NAF. It was the second consecutive year for the ASF group to win this high honor.

R. E. Edwards

## Spang-Chalfant Record

**Ambridge, Pa.**—A record of having gone for more than three-and-a-half years without a single lost-time accident has been made by employees in the storeroom at the Ambridge plant, Spang-Chalfant division, The National Supply Co. Seeking to discover their "secret," the editors of "Thread Chips," the plant publication, asked employees to what they attributed their good record. Two answers were: "It's because all storeroom employees have a thorough knowledge of the regulations and avoid short-cuts," and "The alertness of our men and the patience of our foremen."

## Admiral Speaks

**Columbus, O.**—The North American Aviation Management Club meeting for October featured an address by Admiral Oscar C. Badger, retired, USN, on "Aircraft in the Navy." He drew on his 45 years of Naval experience to develop the subject, and painted a vivid picture of the tremendous job the Navy has to supply a modern jet force with fuel. He pointed out that the Navy has this new aviation problem to solve because the high fuel consumption rate of jet aircraft is tremendous compared to that of reciprocating craft.

When telling an alleged funny story, make it as brief as possible. If you build it up and stretch it out, you give your listener time to think of a worse one to tell you.

## Hawaii Orchids

**Newton, Ia.**—Wives and sweethearts of members of the Maytag Management Club received orchid corsages at the October "Ladies Night" meeting. The flowers were flown in direct from Hawaii. Clayton Rogers, Chicago humorist, was the speaker of the evening, and special guests were Vince Linn, NAF Area Manager, and Mrs. Linn.

Mrs. Helen Duven, wife of Don Duven, Plant No. 2, was presented with a clock-radio, the grand prize for the guests.

Lehman E. Anderson

## Columnist Speaks

**East St. Louis, Ill.**—Beulah Schacht, columnist on the St. Louis Globe Democrat, was the speaker at the October meeting of the Aluminum Ore Foremen's Club "Ladies Night" program. Approximately 120 members and their wives and guests attended. The Ainad Temple Chanters of East St. Louis provided the entertainment. (Rudy Scharbert, a Past President of the Club, is President of the Chanters.)

Miss Schacht told of her experiences in gathering material for her daily column and Globe-Democrat feature stories.

## Management Courses Offered by Cornell

**Ithaca, N. Y.**—President Deane W. Malott of Cornell University has announced plans for an intensive four-week course on "Human Relations in Administration" for management representatives of twenty companies.

The program will be conducted on the Cornell campus January 18 through February 14 by the faculty of the New York State School of Industrial and Labor Relations, assisted by executives from concerns outstanding in the field of human relations.

Morning sessions, which begin at 8:30 a.m., will concentrate on two general subjects: "Manpower Management: Effective Employee Relations," and "Getting Results Through People: Human Aspects of Leadership." Afternoon sessions will be devoted to clinical analyses of specific problems and cases brought up by the twenty participating companies.

"All too many courses put on for business and industry by educational institutions seem hesitant really to challenge the mental powers of participants" President Malott said in announcing the course. "Actually, an administrator who takes several days or several weeks from his work wants to use his capacities to their fullest and to concentrate as much learning as he can into the time available. This four-week course promises to be rigorous enough to meet anyone's standards."

The Cornell program consists of six hours a day of instruction Mondays through Fridays, including lectures, conferences, and clinics, plus extensive reading and outside assignments. Visiting authorities from industry will conduct informal mealtime and evening sessions.

The program will be in the Statler Inn, Cornell's on-campus "hotel school."

Director of program for the School of Industrial and Labor Relations is Professor Earl Brooks, assisted by Professor Felician F. Foltman.



**PAA MANAGEMENT CLUB MAKES IT TWICE**—For the second year in succession, the Pan American World Airways' Management Club in Miami, Fla., has won the Achievement Award of the NAF. Robert S. Bush, center, Club President, is being congratulated by Humphrey W. Toomey, right, Manager of PAA's Latin American Division. At left is Florida Senator George Smathers. The award to the PAA club marked the second time in NAF history that a member club has twice received the achievement plaque.

# MONSANTO MINSTREL SHOW

St. Louis—The Monsanto Supervisors' Club (Queeny plant) sponsored a "Sunflower Revelries" minstrel show as its annual Ladies Night program in October. Approximately 250 club members, wives and special guests attended the meeting.

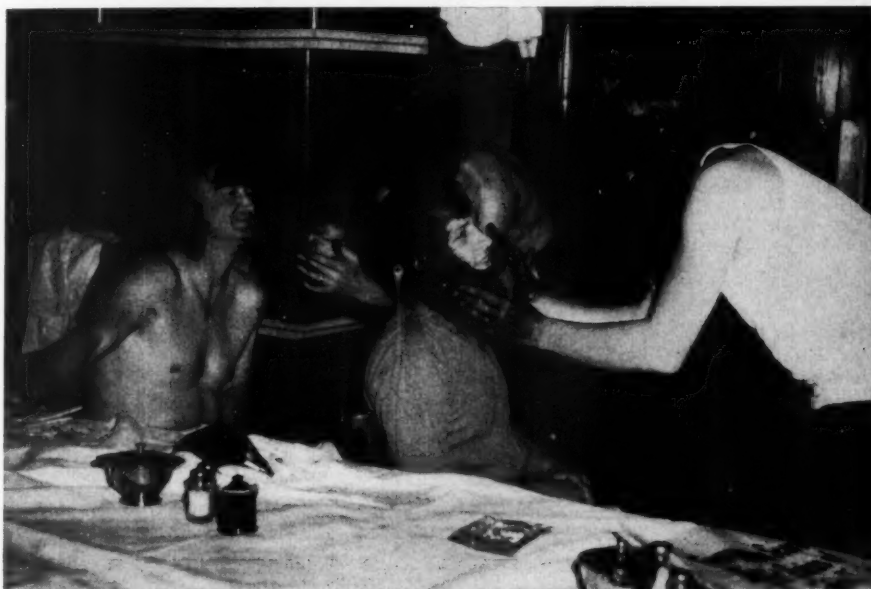
Monsanto supervisors threw themselves enthusiastically into the spirit of show business for the minstrel show, worked hard, and netted lots of satisfaction at putting on a successful program. The show was highlighted by Southern-style joke presentations, songs, imitations, vocal solos, and minstrel dances. The show had its "Mr. Interlocutor," end-men, barbershop quartet, Dixie-land band, and a singing chorus. One of the top features was the "girls" chorus.

"While it is true that some talent, long-suppressed, was once again revived," stated J. Janka, Club Secretary, "and some erstwhile unknown talent was discovered, we found that no one was graduated into the 'big time' and at last reports everyone was back making chemicals in one form or another. All of us, however, feel that we had a lot of fun taking part in and presenting the minstrel show."

OO-LA-LA—Photo at right: The Monsanto "girls" chorus takes the stage for some fancy shakes, shimmies and other rhythmic vibrations.



PLAY-PLAY-DE-BANJO—The Sunflower Minstrel gang goes into action at Monsanto.



BACKSTAGE MINSTREL SCENE—Getting made-up and doing the making-up are, left to right: Mat McCauley, Kurt Frank, Harry Scott and Walter Repp.





# Managers Become Stockholders

This on-its-toes management club developed so much interest in the stock market among its members that they bought stock in their company.

by T. D. MacGregor\*



**ORIGINATORS**—Chuck Bishop, left, and Murray Casady of the stock ownership plan display their capitalistic banner at Douglas El Segundo.



**ONE-SHARE OWNERS** of Douglas stock attend Douglas El Segundo Management Club dinner meeting to hear Corporation Secretary describe inner workings of their Company.

\*Mr. MacGregor is Chairman of the Public Relations Committee of the Douglas El Segundo Management Club, El Segundo, Calif.

**"A LITTLE MORE RESPECT PLEASE, YOU ARE ADDRESSING AN OWNER OF THE COMPANY"**

This straight-forward message appears over the desks of thirty-six Management Club Members of the Douglas Aircraft Company at El Segundo, California. This inscription is framed with a stock certificate indicating that the said party has purchased on the open market one share of Douglas Aircraft Company common stock and is thereby entitled to vote at the stockholders meetings and furthermore, is a part owner of the company for which he works. This novel idea is spreading among the members to the point where, at Management Club meetings, the stockholding members have been seated at a separate table, in recognition of their common interest.

Interest in stocks and the "market" among members was sparked by a recent club tour of the Los Angeles Stock Exchange. Over a hundred members and their wives met at the Alexandria Hotel in Los Angeles for a Saturday morning breakfast followed by an interesting film and lecture conducted by the local offices of the brokerage firm of Merrill-Lynch, Pierce, Fenner and Beane. This was followed by a visit to the "floor" of the local exchange where Club Members learned some of the fine points of stock-trading and investments.

To a man, the 36 members who purchased the single shares feel they are actively participating in our American way of life in which even a little man can become a part-owner of any corporation he chooses, sharing in its profits and helping determine the policies and future of the Company. Indeed, too, it would only seem natural for a man to take a more active interest in his work if he were a share-holder of the organization for which he works.

Since his initial investment, each has received a quarterly dividend check and each morning 36 new financial page readers scan the newspapers to see how "their" holdings are progressing. Their interest does not end here, however, as they have all vowed to attend the next stockholders meeting and **VOTE.**

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**MOST EVERYBODY READS THE FAIRBANKS-MORSE PAGE**—Mayor Alan G. Orsborn of Pomona, Calif., is among the thousands of people who read the Fairbanks-Morse Page every month to learn more about Pomona's leading industry, its products and the people who make them.

## Fairbanks, Morse and the Daily Press

This California factory is the largest in its community, so company officials reasoned that plant news is of interest to everybody in town. And they were right! Now Fairbanks, Morse & Company does a top-notch public relations job via a unique employee communications channel.

### POMONA, CALIFORNIA

**F**AIRBANKS, Morse & Company has found the answer to industry's perennial problem of creating goodwill among the people in the community as well as among the people who work for the company.

The Pomona, California, works, which has one of the outstanding chapters in The National Association of Foremen, is combining a cracker-jack public relations job with a fine employee relations project.

This Fairbanks, Morse operation in Southern California produces turbine and deep well pumps for the world market. It has been the leading industry in Pomona, a community of about 40,000 people, for many years.

In place of the customary company publication, the plant publishes a **Fairbanks, Morse Page** once a month in Pomona's daily newspaper, **The Progress-Bulletin**.

It differs from the conventional house organ in that it is published in and edited by the community's

daily newspaper staff on a page of space paid for by Fairbanks, Morse, and under a masthead which carries the announcement to that effect.

The first objective is to present all possible newsworthy facts about Fairbanks, Morse activities in such a way that an employee can establish his own question to the answer, "Where does my company fit in the general scheme of industry, and how secure is my job?"

The second objective is to hold to the highest possible level the friendly relationship between the plant personnel and the citizens of Pomona. From reader-interest shown in the page since its inception last January, both inside and outside the plant, local company officials are more enthusiastic than ever about the company's page.

Whenever possible, equal space is devoted to news of local plant operations, company policies, local plant personalities and groups, company news originating at other plants, sales or administrative

headquarters, and news about Fairbanks, Morse products installed in the field—where and what they are and how they are performing.

T. F. Halpin, Director of Industrial Relations, acts as editor of the page, selecting from nationally-submitted and locally-collected material what appears to be of the greatest reader interest. Preparation of the material and make-up of the page is handled by one of the newspaper's trained reporters, who visits the plant at regular intervals to interview the plant spokesman and to arrange for the taking of photographs for use in the page.



**PUTTING OUT THE PAGE**—T. F. Halpin, (seated) industrial relations director, and Sixten (Andy) Anderson, public relations chairman for the Fairbanks-Morse Pomona Foremen's club, check a page proof of the company's Page before it appears in the Pomona Progress-Bulletin.



**PREFERRED READING**—Fairbanks-Morse families enjoy reading the company's Page published once a month in **The Progress-Bulletin** in Pomona, Calif. Concentrating on one of the recent issues of the Page is the family of Ray Mackay, manager of engineering and president of the F-M Pomona Foremen's club.

# LETTERS TO THE EDITOR

## ON THE NOVEMBER ISSUE

To the Editor:

MANAGE has been looking up these last few months, and many of us are happy to see the improvement. The current issue, with its resume of the National Convention address, ought to give those of us who weren't in Cleveland a chance to catch up. Several of us who have read the reprint of E. J. Hanley's talk were highly pleased with it . . .

Fred Flabb,  
Sangamo Electric Management Club,  
Springfield, Ill.

To the Editor:

Thank you for sending me the two extra copies of the November issue of MANAGE.

I am more than pleased with the message carried on the cover. It certainly represents the type of thinking that the American people must come to if we are to preserve our individual freedom . . .

A. King McCord,  
President,  
The Oliver Corporation

To the Editor:

The November issue certainly was a swell job. I think it was the best issue you ever had.

Alan H. Thompson,  
NAF Director,  
Pratt & Litchworth Company

To the Editor:

. . . The convention issue of MANAGE certainly was a well-done presentation! W. N. Chimel,  
Post Cereals Division,  
General Foods Corp.

To the Editor:

Please accept our congratulations on the outstanding issue of the magazine "Manage" for the month of November, 1952. We believe that the entire publication, from the front cover to the final page, is a high point both in subject matter and in inspiration.

R. W. DeWeese,  
Assistant to the President,  
Electric Steel Foundry Company

## "MAYBE WE SLIPPED" DEPT.

To the Editor:

Four times I have thumbed through the November issue and four times I have been disappointed . . . because you left out the regular photo of the bathing beauty. I like all those fine articles, but I like my cheesecake, too. Don't fail me again, please.

Otto Haslam,  
Deep Rock Oil Company,  
Garnett, Kansas

To the Editor:

Why all the club news? I like to read articles of national interest, not what poured tea at the latest meeting of a foremen's club in New York City.

How about more cartoons and shorter articles?

Erle Wilkinson,  
A library patron,  
Los Angeles, Calif.

To the Editor:

I can't make up my mind about the MANAGE editorials. Sometimes they are too long, sometimes they are too short. I think I'd rather see a full-page cheesecake photo than a lot of words about how to make friends. Me, I've already got enough friends. I like pictures.

Ed. Hodgkins,  
1 Bayard Place,  
Pittsburgh, Pa.

## SHADES OF PATRICK HENRY

To the Editor:

Hurrah for MANAGE editorials! They pack a real wallop, which is unusual because too many people and organizations are too reluctant to speak their honest convictions today. We have freedom of speech, so let's all use it—like you do in your editorials.

Ken Taylor,  
14th at Wyandotte,  
Kansas City, Mo.

## MORE IDEAS NEEDED

To the Editor:

I really enjoy keeping you guessing because when you receive a letter from me you never know whether it contains a criticism or a compliment. This time I think it's a little constructive criticism. Recently when making a tour of the clubs which I have assigned to me, one club pointed out that they would like to see more idea pictures. This same club would like to see more club news so that they would have a better opportunity of seeing exactly what other clubs are doing all over the United States . . .

W. C. DeHaven,  
NAF Vice President,  
Carrier Corporation

## MANAGE Reviews

At least two NAF clubs are going all-out to encourage members to read the monthly issues of MANAGE.

The Sangamo Leader, published by the Publicity Committee of Sangamo Electric Management Club, Springfield, Ill., features a column which reviews the current issue of MANAGE. The column is called "QUICKIES . . . condensed from MANAGE."

The Neevel Luggage Foremen's Club, Neevel Manufacturing Company, Kansas City, Mo., has a member review the most recent issue of MANAGE at every meeting of the Club. According to Robert Larson, President, it keeps the members informed on the outstanding articles of the month, brings up points for discussion, and provides the reviewers with public speaking experience.

## DO YOU CARE . . .

(Continued from Page 5)

they want to make their own decisions; that it would deny the employer the right of hiring and firing his own help, etc.

Another illustration of worker's attitudes as contrasted to those of the politician type union leaders is that 54% of the workers feel that the Taft-Hartley Law is good, either as it stands or with a very few changes and amendments: Despite all the labor union propaganda, fewer than one-fifth of the union members feel that the Taft-Hartley Law should be repealed. That is their opinion in 1952, but more about that later.

These instances are enough to emphasize and dramatize the fact that what the worker thinks and what the union has to say are not necessarily the same thing and may be poles apart.

A Wage Earner Forum survey recently completed reports that nearly half of the workers feel that Congress should pass a law forbidding strikes in any industry related to national defense in time of national emergency. One-fourth of them state that industry-wide strikes should be a violation of the anti-trust laws and that anti-trust laws should be applied to unions the same as to industries.

Nearly two-thirds of the workers feel that there should be compulsory arbitration of disputes in basic industries and that this arbitration should be conducted and decided not by the government but by a public panel. And incidentally, nearly a third of them feel the Taft-Hartley Law should be applied; but they say that to the Taft-Hartley Law should be added the power to throw both the unions and the companies into court receivership.

What I have said so far reveals something of what the workers think in general and national terms. Believe it or not, this is representative of the thinking of the workers in your plant and in your community. And they are influenced by the thinking of other workers in other plants and other

(Continued on Page 26)

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## Ohio Firm Develops Huge Dip Brazing Process

The largest production dip brazing facility in the aircraft industry has been constructed by United Aircraft Products Inc. of Dayton, O.

Edward L. Ladd, executive vice president, said the dip brazing operation involves a new method of brazing aluminum parts. Ladd said he went to England last spring to see the dip brazing system in actual production, since it was only being used in this country on an experimental basis.

"I visited the plant of Morris Motors Ltd., a division of Nuffield organization, Oxford, Eng., where I saw dip brazing being used in production and studied their techniques," he said.

Negotiations were completed to make possible dip brazing of aluminum parts in sufficient quantity to meet production schedules of the aircraft and defense industry. Due to urgency of existing government contracts, time did not permit taking outside bids and officials decided to erect their own structure, thus saving 60 days in production time. Moreover, Morris Motors Ltd. sent to Dayton two of their top men, J. T. A. Hull, technical director, and his aide, J. Buckman. They spent several weeks at the UAP plant, instructing production and engineering personnel in techniques of various operations connected with dip brazing.

A large pre-heat furnace was designed and built, a nine-ton dip braze furnace and wash tanks were installed and dip brazing was started this month, four months after ground was broken.

Ladd said the new method is especially valuable because it is much faster than hand welding and makes brazing possible on parts that could not be hand welded.

F. E. Carroll Jr., chief engineer, points out that on a given assembly, the entire dip brazing procedure requires just 47 minutes whereas more than two hours would be required if hand torch brazing or welding is or can be done. Carroll stated the dip brazing process essentially is a method for melting the welding material and fusing it with the parent materials by dipping the assembled components into a bath of molten brazing flux. He said the heating is supplied and melting accomplished in a completely fluxed atmosphere.

Ladd emphasized seven advantages of dip brazing: There is no problem with respect to assessability of joints, and the operator has no problem with heat control since temperatures of the bath are maintained automatically. Highly skilled welders or torch brazers are required with the old method whereas dip brazing requires little skill by the operator. Since the bath is of uniform temperature, all parts are brought quickly to the same temperature, eliminating distortion from differential expansions. Removal of the human element results in uniformity of appearance, pressure tightness and strength of all joints. The method lends itself perfectly to maximum production methods. Large savings in time result from the fact each joint does not have to be individually and carefully fluxed. Moreover, the dip braze method is cheaper and easier to produce.

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**Money** is a commodity as well as a medium of exchange. An oversupply of it decreases its value. And there is a growing over-supply of currency in the U.S. today—produced by government policies, such as monetizing its own debt, which can be practiced only when the control of the public purse has been taken from the people.

**Industry** is doing wonders to advance the individual's standard of living. For example, Kennametal hard cemented carbides have tripled the productivity of metal-cutting industries . . . and

have greatly increased the output potential of coal and other mineral mines.

**On the other hand**—printing press money is robbing the individual—of his earnings, of his savings, of return on his investments, of his ambition to furnish enterprise capital. These are the material factors of freedom—when they wither, individual liberty dies.

**We must return** to the Gold Coin Standard\* . . . which gives every citizen the right to redeem his currency for gold coin when he is displeased with government policy. It is a binding contract on government that preserves the freedom of its citizens.

**When this contract** has been rewritten into the U.S. monetary system—American industry, of which Kennametal Inc. is a key enterprise, will be able to plan intelligently to achieve increasing productivity which constantly improves the living standards of all our people.

**WHAT YOU CAN DO ABOUT THE GOLD STANDARD**  
Ask your Senators and Congressman if they wish to help restore the Gold Standard with sound money redeemable Standard with demand. Write to The Gold Standard League, Latrobe, Pennsylvania for further information. The League is a voluntary association of American citizens joined together to prevent collapse of our monetary system.

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By Joe Penfold

Deer seasons continue in the eastern and southeastern sections of the country, but are pretty well wound-up and over with in the West. Most noticeable this fall was dry weather, severe drouths in many areas (which made hunting more than usually tough), and hunter-caused forest and range fires altogether too prevalent. Storms the past week or two have eased conditions, for which we're all grateful. Hunter success in many western areas was somewhat less than normal, as might be expected.

With the storms have come the southward migration of waterfowl, so the scatter-gun boys have taken to the duck blinds in greater numbers than ever before. Our favorite duck shooting (years ago) was had in the lake country of northern Ontario. Combining a late musky and wall-eye fishing trip with the first few days of the duck season was really something. Slipping through the wild rice and tule beds in a canoe, and jump-shooting the mallards and canvas backs was top sport. Guess that's no longer permitted anywhere; your boat must be moored to the bank, a permanent blind or the like. Reason being, just as it is with tighter bag limits and shorter seasons, we were prodigal with our shooting and we've reduced breeding areas. The pot hole draining in the Dakotas and Minnesota in recent years is a case in point.

This has been a good production year in the northern duck factories, so seasons are a little more liberal in all flyways. Bag and possession limits and hours of shooting remain about the same as last year.

**PHEASANT SEASONS** have been occupying the sportsmen these late fall days. We went out opening day and distinguished our-

selves with some pretty poor shooting. In the field you can sure tell the difference between those who keep their eyes in during the year with trap and skeet shooting and those who load up only during the bird season. Which reminds me—better pay up my dues in the trap club and get out there a time or two a month. The kids are of that age, too. The trap course is another fine place to build up that father-son fellowship that means so much to both.

From Elk Ridge in the LaSalle Mountains of Utah comes a tale that's out of the ordinary. Authentic, too as a forest service friend of mine was in on it.

A hunter spotted a good buck deer, shot, wounded and began trailing the critter. Another hunter in his party joined him in the trail. This fellow lost the trail when it led into some rocky country. He followed in the general direction and came out on the edge of a break, some rim rock with a drop off of 100 feet or so. As he passed along this, Mr. Buck charged him from the brush and knocked him over the cliff. He fell to a ledge some 30 feet down, had his rifle scarred up, its scope busted, and himself cut and bruised. His part-



Photo by George Andrews

ner finished off the deer, and with help retrieved the hunter from the ledge. He had a nasty slash in his upper arm and on his thigh where the deer's horns had pierced.

The moral: it pays to treat any wounded animal, even the gentle deer, with a degree of respect.

Out of Neopit, Wisconsin, comes a Conservation Department report which points up a vital factor in maintaining wildlife populations—good land management as by our predecessors, the Indian. On the Menominee reservation the Indians carefully manage their forests and they hunt game when and how they please year-around. This is an area of 234,000 acres with an Indian population of about 3,000.

#### MANAGEMENT IS CENTERED

on wood products and the annual timber harvest produces more than 95 per cent of their total income. Their annual cut is limited to 20 million board feet, which is figured on a sustained yield basis. The cut is confined to the mature trees, and taking them from here and there throughout the forest makes very little change in the forest's appearance; thus opening up the forest, brings in more sunlight, stimulates the growth of neighboring trees, and permits the ecological progression of the various plant species which are essential in providing good game habitat.

There are no game laws, year-around trapping and hunting is permitted, and the Indian can take as many deer as he wants and is able to. Wildlife is kept well within the carrying capacity of the forage, so winter loss is negligible, fawn survival is about 100 per cent. So as long as the deer reproductive machinery is in high gear, the animals will be there in optimum quantity.

Certainly is a wildlife paradise up there with the Menominee. Should the reservation be abolished, and the Indians unable to continue the deal as their own cooperative enterprise, that paradise will inevitably be lost. We hope not!

**WE NOTE A RELEASE** from the U. S. Fish & Wildlife Service on Dingell-Johnson funds to be apportioned to the states for fishery restoration projects during this fiscal year. These monies come from the excise taxes you pay on fishing tackle, all of which is returned to you in projects to improve fishing in your own state. It totals \$2,505,527.

MANAGE December 1952

## HUNTERS! FISHERMEN!

This is your feature section. Thousands of you are reading and enjoying it in every issue. The editor of the feature, Joe Penfold, is doing a nationally-recognized job. But to enable him to do an even better job for you personally, write him. Tell him of your interest in hunting and fishing. Send him photos from your recent—or memorable—trips. Give him tips on hunting and fishing conditions in your area. Help Joe Penfold make this feature more effective. His address is 970 Forest St., Denver, Colorado.

It is portioned out on a formula which takes into consideration the geographical size of each state and the number of fishing licenses sold. For each dollar the state puts up

for these projects, the Federals ante three dollars.

California, Michigan and Minnesota received top amounts—\$125,000 each. There's a whole list of smaller states who receive the minimum amount of \$25,000.

Alaska receives a flat amount of \$75,000; Hawaii \$25,000; the Virgin Islands and Puerto Rico, \$10,000 each.

It's an excellent program and together with the Pittman-Robertson funds which operate the same way for wildlife restoration programs, are carried out by your own game and fish departments in the states. Works well and has done a great deal to improve fish and wildlife management all over the nation.

In case you hadn't realized it (and who could be that insulated from the world?), we've just gone through an election—about six months of it.

## NAF Clubs Support Home Office Improvement Plan

Over \$3,000.00 was contributed to the NAF by affiliated clubs throughout the United States for use in special home office projects. Edward T. Hopkins, former National Director from the Briggs Manufacturing Company, Detroit, was chairman of the committee which raised the funds in less than two years.

Among the home office improvements made possible by the clubs contributing to the committee was landscaping the national headquarters, a conference room table and chairs, a tube and ethic banner, kitchen linoleum, remodeling of the men's room, a Code of Ethics display, a kitchen refrigerator, flag and flag pole erection, name plates, and a start toward a neon sign fund.

Following is the list of NAF affiliated clubs which contributed to the Home Office Special projects committee:

Western Division Supervisors' Club,  
Alabama Power Company  
AAF Supervisor's Club, American Air Filter Company  
Foremen's Club of the Buffalo Branch of the American Brass Company  
Armco Fabricating Foremen's Club  
Birmingham Slag Company Supervisors' Club  
Blaw Knox Division Foremen's Club  
Brasco Management Club  
Briggs Management Club, Detroit  
Briggs Management Club of Evansville, Inc.  
Budd Supervisors' Club

The Carborundum Management Club  
Chicago Dixie Cup Management Club  
Chicago Rawhide Management Club  
The Foremen's Club of Greater Cincinnati  
Cincinnati Chemical Works Foremen's Club  
The Foremen's Club of Columbus, Inc.  
The Convair Management Club, Fort Worth Division  
Corhart Pyramid Club  
Foremen's Club of Dayton, Inc.  
Diamond Alkali Foremen's Club  
Dravo Supervisors' Club  
Dubuque Foremen's Club  
1848 Foremen's Club  
Ethyl Management Club  
The Formica Foremen's Business Club  
Granite City Steel Management Club  
Grayson Administrative Conference  
Great Lakes Steel Corporation Management Club  
Guyan Eagle Supervisory Club  
Hughes Supervisor's Club  
Inland Steel Management Club

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The Foremen's Club of Kalamazoo  
Kimberly Atlas Management Club  
Lenawee County Management Club  
Liquid Carbonic Management Club  
Lockheed Management Club, Burbank  
Maeco Management Club  
Supervisors' Club of Clayton Mark & Company  
Nash-Kelvinator Management Club of Grand Rapids, (Refrigerator and money)  
National Supply Management Club  
Nickey Brothers NAF Management Club  
North American Aviation Management Club, Columbus Division  
PAA Management Club  
Pittsburgh Screw and Bolt Foremen's Club  
Staten Island Management Club  
Spindale Mills Foremen's Club  
Sprague Electric Company  
The Foremen's Club of Toledo  
Tulsa Management Club  
Viscose Management Club of Nitro  
Foremen's Club of Worthington Inc., Buffalo Works  
Chicago Council NAF Clubs  
Buffalo Area NAF Officers' Club  
Western Pennsylvania NAF Clubs  
Wisconsin Council of NAF Clubs



## DO YOU CARE . . .

(Continued from Page 22)

communities. So it is essential that we should know what the workers in general are thinking and what are their attitudes.

After the Taft-Hartley Law had been in effect for a year or more, the workers were asked their opinion of the Taft-Hartley Law. Two-thirds of the union members throughout the country expressed themselves as either not concerned at all about it or feeling that it was good for them. Fewer than one-third of union members felt that it was bad. 60% stated that there was nothing in the Taft-Hartley Law to which they would object.

And now, in the summer of 1952, a substantial proportion of the workers feel that the Taft-Hartley Law should have been applied in the steel strike and in similar situation.

In your own business, did you make any effort to explain to your workers the exact provisions of the Taft-Hartley Law in a manner which was without prejudice, without rancor and a sincere attempt to give information and clarifications? If you did that, you undoubtedly know what your workers think.

Sometimes, a union representative in a meeting for discussion of pay changes, comments that the company could save a lot of that money which is being spent in advertising and use it for a wage increase. You can answer that one if you know what your workers think.

Nine in 10 of the husbands and wives stated that advertising has played a large part in helping to create a high standard of living in America. As many also state that with advertised products, the manufacturer is more likely to be reliable and stand back of his products, and so on. They would not want advertising eliminated, and you could tell that to the union head.

It is pretty important that you not only care what the worker thinks but find out what he thinks.

Wage earner families are 52.3% of all families in the U. S. and they are more than 60% of all urban families. They are the largest group of voters and they do get

out and vote, which too many of us white collar people don't take the trouble to do. Their attitudes can swing the election this fall. We would better care what the worker and his wife think.

And from the economic standpoint, we have to know what they think because they are our best and biggest customers. Today, more than half of all the families with incomes of over \$5,000 a year are wage earner families. They are two-thirds of all the families with incomes of \$3,000 a year. Not only that, but their 'fixed' expenditures are less than the white collar or executive family. Of money available for discretionary spending, the wage earner families have two-thirds of the total; or approximately \$52,000,000,000 against \$28,000,000,000 at the present annual rate in the hands of non-wage earner families.

No matter how you look at it, do you care what the worker thinks? I'm sure you do.

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**Man is nothing but dust. That's why a woman can settle him so quickly.**

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If you have the idea that the worker thinks as you do, get that out of your head. If he does, it is the exceptional case. No matter how close you may be to the worker, your viewpoint is of necessity different from his. You are looking at the job from an entirely different point of view and at a different angle from that of the worker.

So to find out what the worker thinks, you must realize that his thoughts are not going to be in the area of your own viewpoints. He must be approached with an open mind, and not only a willingness but a desire to get his specific point of view.

There are many ways to do this. Often the foreman or job leader knows or can easily get the viewpoints of the workers under him on any specific subject. He can do this if he has the respect and confidence of the workers.

But in our studies we have found a startling proportion of instances where the workers distrust and dislike their foremen or supervisor. In that case, he can not get their

true points of view, their honest opinions.

Again it comes back to the basic principle of your real desire to know and being utterly and completely frank and honest with the men.

You must encourage questions and criticisms from the men. Criticism should not be brushed off, but discussed not only by yourself but get the other men to express their opinions so there would be frank and honest talk around the table.

Visits to the homes of the employees are a wonderful source of information and understanding. It is of course not necessary to call at the homes of all employees nor should the calls be made at the homes of employees who are picked by a Personnel man because of their special loyalty or cow towing. But calls made at homes selected at random can be of very great value.

The person making such calls has to be just as sincere, frank, and simple as can be. He must gain the confidence of the employee. Among other things, he must be completely frank in telling why he is there and what he wants to find out and the employee is not required to answer any question he does not wish to answer nor to say anything he does not wish to say.

One great advantage of such calls is that the discussion can be with both the husband and wife. This is very difficult and not many can do it. Sometimes an outside professional organization or personnel expert can be engaged for this. I have done this very successfully for a number of large companies and turned up information and ideas which have been of great value in changing some of their policies.

Because of their numbers and their power, the workers are already, and will be even more, a predominant factor in the destinies of our business enterprises and of our country. This is not an abstract being, a monster in the distance. It is an individual worker in your plant. He is the one whom you must understand for the sake of better labor relations, of more profitable production and of a continuing sound economy.

MANAGE December 1952

# THE MAN WHO SPLIT THE WORLD...

## THE LIFE OF KARL MARX—THE FATHER OF COMMUNISM

(Twelfth of twelve installments)

**A**RRIVING in London in the fall of 1850, Marx reluctantly set out to do that which he had been putting off for more than ten years—write **THE** book, the economic treatise that would once and for all blast and destroy the theory of private enterprise.

There were, however, two drawbacks—Marx didn't know very much about economics, and he had never in his life been able to focus his general thoughts down to concrete conclusions.



But for eight dreary months he worked in the London Library, combing through the economic literature and making notes on which to base **THE** book.

The following extract from a letter to his friend Engels shows his optimism at this point, and also his opinion of his task: "I am so far along that in five weeks I shall be through with the whole economic — — —! I shall then begin working at home."

The work was fruitless, however, because once again his attempts to put his theory on paper ended in failure.



The following 14 years were ones of idleness, poverty, and ill health.

Marx blamed his failures on vicious persecution by his imaginary enemies.

The principal sufferer was Marx's semi-invalid wife, of whom he wrote: "She cries all night and that infuriates me."

It never seemed to occur to Marx that he might get a job and stop depending on hand-outs from friends and relatives.

His friends got him appointed London correspondent of the *New York Tribune*.

And when Marx started neglecting his assignments, Engels wrote the *Tribune* dispatches for him.



In 1864 Marx accidentally found himself on a new revolutionary band-wagon—The Workingman's International Association—now referred to as the First International.

He worked feverishly to attain two goals: control of the International and completion of **THE** book, which was to be its Bible. He almost succeeded in both; he finished and published part of **THE** book and gained partial leadership of the International.

On September 2, 1867, a toast was drunk to the first volume of **DAS KAPITAL**.



The book was a failure—a fact that Marx attributed to his "enemies."

His efforts to control the International were also a failure, but he at least had the satisfaction of destroying the organization.

It is doubtful that the world ever witnessed a more vicious cam-

paign of character assassination than Marx launched against his rivals in the International.

When the smoke cleared, his rivals were "dead," but so was the organization.



The destruction of the First International was the last noteworthy act of Marx's life.

The eleven years that remained in his life were empty, barren, and bitter.

He had destroyed almost every friendship he had ever made.

He was consulted by no one; his writings lay unused.

Engels was his chief companion, and incidentally, his chief means of support.

Disconsolately they watched a procession of economic events that contradicted almost every prediction Marx had ever made: the condition of labor under the factory system got better, not worse; the relationship between "capital and labor" was more of a partnership than a "death struggle."

The remaining unpublished volumes of **THE** book lay gathering dust and waiting for the time (after Marx's death) when Engels would complete the work. When Marx died in 1883, no one could have known that this little, bitter man who twisted an economic fallacy into a political platform was to be the man whose ideas would, a hundred years later, split the world.



The End

## INDUSTRIAL MAN ...

(Continued from Page 7)

enough for you to notice, I'm not going to push myself forward and say anything about it." Well the result was that the man was soon put on the main line doing a much more complicated job than before and he is doing it well.

I am sure that every NCR foreman could tell you stories from their own experience which would parallel these. When you have an opportunity, you might like to ask them what this very simple but effective channel of communication has meant to them. It takes time, yes. Some of our foremen average three or four interviews a day. It also takes time and effort to straighten out some of the problems which are brought to light. But if the price were many times as high it would still be good business.

### IMPORTANT COMMUNICATIONS LINK

I say that, because to me one of the most important jobs for all of us is to establish and keep open adequate channels of communication between management and employees. You, as foremen, are without question the most important link between the executive office, the factory manager's office and the men on the job. You are, in effect, managers of a factory within a factory. In the very nature of today's corporate structure you are the part of management with which the individual employee has the most contact. You are the backbone of our production system as we know it today.

With all respect to your counterparts of an earlier day ... the men who built American industry ... you know and I know that today's foreman is cast in a different mold. The evolution in human relations may have been more gradual but it is no less far-reaching than the technical advances which have marked the past half century. It is no disrespect to say that the successful foreman of yesterday would find it hard going today.

That observation by no means applies to foremen alone. John H. Patterson, the founder of this company, was years ahead of his time

in his awareness to social responsibilities to his employees and to the community. He pioneered in recognizing that you can buy brain-power and hand-power, but you have to earn heart-power. Yet I often think that even Mr. Patterson would find it difficult to use the methods that were successful in his day in today's more complicated social structure.

Orville Wright, co-inventor of the airplane, once made a comment that illustrates what I mean. One day out at Wright Field he pointed to a huge bomber and said very frankly, "I couldn't begin to fly that plane. I would be almost as helpless at its controls as if I had never piloted an airplane in my life." He went on to describe how he and his brother, Wilbur, lay flat on their stomachs and controlled the plane largely by the movement of their bodies. They used practically no instruments. They just felt their way along. But today, business, like the airplane, cannot feel its way along. It must know where it is going.

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Its curious the ideas that the press has about anatomy. It was stated the other day that a colonel was recently "shot in the ticket office." Another paper says a man was "shot in the suburbs." "She whipped him upon his return," "He kissed her back," "Mr. Jones walked in upon her invitation," "She seated herself upon his entering," "We thought she sat down upon her being asked," "She fainted upon his departure."

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### CHANGED CONDITIONS

However, we realize that when Orville Wright flew that first airplane almost 50 years ago, industry as a whole wasn't worrying too much about many of the things which are primary concerns today. The boss was the boss ... a decision was a decision ... and that was that. Very little time was spent in explaining why certain things were done within a business. Factory newspapers were few and far between and I doubt if an annual report was ever sent to employees as well as to stockholders. Today, as we know, all that is changed and, in my opinion, it is distinctly a change for the better.

We have always said there are no secrets in our business. We try to make that more than a phrase. You

might be interested in some of the means we use. Almost every Monday morning we have a meeting of top supervision ... 35 to 40 men. One part of the program is standard ... a report and comments from sales, production, overseas, and financial. The other part varies but over a period of time covers all major activities and divisions of the business. Every month we have a meeting of foremen and assistant foremen. It is self-evident that if supervision is going to be in a position to answer the questions of employees it must have easy access to current information about the business.

But getting the information to the employees is of equal importance. I'll never forget an experience here in this auditorium just about four years ago. Fred Waring was here to give a program for our 25-Year Club and in the morning he broadcast his regular program from this stage. In the course of his comments he said he was here at the National Cash Register Company and said several quite complimentary things about us. We thought, well that's good public relations, a lot of people are hearing that. After the broadcast the engineer sadly announced that there had been mechanical trouble at the studio and the program had never been on the air. A lot of good stuff went in the microphone at one end but nothing came out the other. So you see it's important to watch what happens at both ends of any channel of communication.

One of the ways we try to keep employees informed is through a page which I write each month in our factory paper. It is entitled "Keeping up with the Business." This covers many subjects and frequently touches upon the operation of the business from a financial standpoint. If I have commented upon one thing more than another, it is the necessity of earning a profit. Employees should know what it means to them to be part of a business that can earn a profit. They should realize that ability to earn a profit is the first guarantee of job security ... that they cannot build a business career with a concern that doesn't make money.

(Continued on Page 32)

MANAGE December 1952



# WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● **ORGANIZED LABOR NEWSPAPERS AND MAGAZINES** generally took a "sour grapes" attitude toward the selection of General Eisenhower to the Presidency. Nearly all forecast that he would not be able to fulfill his campaign promises.

● **SAID "THE MACHINIST," PUBLISHED BY THE I. A. M.:** "As a result of this election, labor is going to need friends."

● **DR. LEO WOLMAN OF COLUMBIA UNIVERSITY** said in "The Labor Union" that labor and management are moving away from free collective bargaining and trying to shift their responsibilities to someone else.

● **THE AMERICAN FEDERATION OF LABOR** announced that its locals have bought 1,000 portable iron lungs as a part of its national community service program.

● **REV. LOUIS TWOMEY OF LOYOLA UNIVERSITY, NEW ORLEANS,** said in the "A. F. of L. News-Reporter" that labor has failed to educate many of its leaders on the value of public relations. He added that labor leaders should take greater part in community affairs.

● **THE UNITED MINE WORKERS UNION** has made a drive to organize simultaneously the employees of almost every business in Central City, Kentucky, even the proprietors of one-man establishments. Employers have been told: "Sign up with the union or we'll break you." Death threats, dynamite, stink bombs, gunfire, beatings and mob demonstrations led by out-of-towners have been utilized to terrorize the merchants.

● **COMMENTED THE NATIONAL WEEKLY NEWSPAPER "LABOR"** on the election outcome: "The outlook for progressive legislation of any kind is extremely bad."

● **THE ILLINOIS STATE FEDERATION OF LABOR** has urged Congress to lower the age of retirement under

social security from 65 to 60 for men and from 65 to 55 for women.

● **MANAGEMENT IS THE LEADER** in the inflation march, according to a writer in the "A. F. of L. News-Reporter." Lane Kirkland, the writer, says the nation's bosses "never had it so good."

● **WEBER AIRCRAFT EMPLOYEES** (affiliated with I. A. M.) won a union shop contract at Burbank, California. Included in the new contract are two paid rest periods a day for all employees. The I. A. M. business representative, John Foote, contrasted the successful contract negotiation with "the stalling tactics used by the neighboring Lockheed Aircraft management at Burbank."

● **IN BROOKLYN, NEW YORK, THE EMPLOYEES OF THE QUEENS MACHINE COMPANY** strongly repudiated the discredited United Electrical Workers and voted unanimously for I. A. M. representation.

● **THE SPOKANE, WASHINGTON, AUTO-MOBILE DEALERS' ASSOCIATION** raised \$100,000 with which to fight an I. A. M. auto mechanics local, according to the "I. A. M. Machinist." The paper claimed further that the National Auto Dealers' Association has decided to make a test city of Spokane in its efforts to push back I. A. M. progress in the auto repair field.

● **THE "COMMUNICATIONS WORKERS OF AMERICA NEWS"** reported in October that 60 per cent of all C. I. O. members were registered to vote in the November 4 national election. The C. I. O. political action committee interpreted this sign as being highly favorable to Governor Stevenson.

● **LABOR DEPARTMENT OFFICIALS** estimate that less than one per cent (about 70 employees) of the agency's personnel will be replaced when President-elect Eisenhower takes office.



# How would you have solved this?

## HERE IS THE SUPERVISORY PROBLEM FOR DECEMBER

Bill Murphy is superintendent of a large baking company. His day foreman recently quit to take a much better job in another company. Bill now has to replace him, and he has two men in the plant who are eligible for advancement.

One of these men, Joe Durk, is a divider man—that is, he operates a machine called a divider. Joe is 35 years old, likeable, and has been with the company ten years. "The only trouble with Joe", Bill commented to his wife, "is that he is a little too easy-going. I'm afraid the guys in the shop would take advantage of him." Bill realizes, though, that Joe has good all-around experience in bakeries and that he has a better-than-average education.

The other candidate for the foreman's job is Harold White. Harold runs the big dough mixing machines and is extremely capable in that job. He has worked longer in bakeries than Joe and about a year longer in this company, but he has been so good on his present job that he hasn't had the opportunity to get a good all-around shop experience. Harold is a more intense and serious person than Joe, but lacks, by four years, Joe's education. Harold is 38 years of age.

Which man would overcome his disadvantages the quicker and become the better foreman?

Can you help Bill?

### Here Was the November Supervisory Problem

To the Editor:

I have just been promoted department head in a large manufacturing organization in which I have been employed for 15 years. Having worked in the department of which I am now in charge for over 5 years, I know practi-

cally all my employees and their families intimately. For years I and my family have mingled socially with these people and their families and I believe that I am well liked by them.

My problem is this: In order to be an efficient supervisor and get the maximum cooperation from the people under me, I believe that, somehow or

other, I will have to sever the close relationship between myself and them. I don't know how to do this gracefully—without acting snobbish or unfriendly. Would I be right in changing my attitude in order to be in a better supervisory position, and if so how should I do it?

Howard Frane

## NOVEMBER WINNERS

Following are the best "solutions" to the supervisory problem of the November issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

### Taking Self Too Seriously

By D. H. Culbertson, Tillotson Manufacturing Company, Toledo, Ohio.

Congratulations, Mr. Howard Frane, on your promotion to department head. You might now take a tip from another fellow who was just recently promoted, Mr. Dwight Eisenhower.

In his statement to the press, after his election was assured, General Eisenhower said in part that he had "always been taught to take his job seriously but never himself." This is a keen bit of psychology we as management men could all take a dose of. Just try breaking that down into your own problem consisting of two questions:

Question 1: Now that I am department head should I sever my close relationships between myself and my friends?

Psychology: You're taking yourself too seriously, Howard. Where is your sense of values? Is the job worth it? The day is divided into

3 eight-hour periods, and whether we realize it or not, we work only one to accomplish the other two. Don't forget that one of your major qualifications for the promotion was your ability to get along with these people.

Question 2: Would I be right in changing my attitude in order to be in a better supervisory position?

Psychology: You're taking your job seriously, Mr. Frane, and rightly so. Your position demands a certain amount of dignity and respect. Treat your friends the same way you would treat a new employee in your department. Your duties are too pressing now for coffee breaks or story telling. You're serious. You're ambitious. You're Mr. Frane until the whistle blows. Don't worry about your friends, they'll get the idea—even as you and I.

### Continue Relationships

By Herbert P. Boen, Lockheed Aircraft Corporation, Burbank, Calif.

Howard Frane did not elucidate as to the degree of intimacy of the "close relationship" between himself and his new subordinates. He does not say whether or not it extended into his working life. The right or wrong of his decision will hinge on this point. If these social occasions did not extend into his working life the decision is in error. However, if there is the

slightest hint in his prior conduct that social activities may have been an element in his considerations, his decision is right as rain.

Assuming then that the decision is right, Mr. Frane's problem seems to break down to a fear that his excellent rapport will become an instrument by which his subordinates may garner favor or exceptions in their work. We can say almost categorically, that the workers will attempt this very thing.

The writer suggests that Mr. Frane and his family make no overt attempt to "break away" from his normal associations. This would certainly be taken for the snobbishness he has expressed a fear of—it would also be a manifestation of a weakness on his part; something else he cannot afford.

To achieve the "supervisory reserve" which he feels is necessary to do a better job, Mr. Frane's course of action would be to continue much as before in his social life. Accepting all invitations which he ordinarily would, and extending all invitations he normally would, being careful that this does not occur on company time. He should never initiate a discussion of social matters on the job and if unavoidably drawn into one, he must maintain a self effacing position. Conversely, work should not come up over cocktails.

His working relationships must bear the trademarks of absolute fairness and impenetrable firmness. Far more so than would ordinarily be required, in view of his social activities. Once he has conclusively demonstrated to all his subordinates that friendship is not a factor in his decisions, he will have solved this problem.

This course of action will place a heavier than normal burden on him at the outset, but the writer suggests that the results will be well worth the added effort.

#### Problem Self-Made

By Bert Ankrom, Benwood Works, Wheeling Steel Corporation, Benwood, West Virginia.

Having gone through practically the same circumstances, I personally do not believe Mr. Frane has a problem. Certainly he wants to make a favorable impression and

get the utmost cooperation from his employees; but remember, they will be watching him very closely to see how he reacts to his new position. If he changes his attitude toward them in the slightest iota, he will do himself more harm than good.

He states in his problem that he has worked with these men and indulged in their social affairs for the past five years, and believes he is liked and trusted for himself. So why not be himself, why change his attitude now. This is all to his favor and I believe he will find out that these same employees and their families will respect and like him even more so in his new capacity, and themselves be proud to be counted among his friends.

Certainly there will be occasions of over-familiarity, but they will be in the minority, and can simply be dealt with by being firm and courteous with a sprinkling of diplomacy.

Mr. Frane, you have at the start of your supervisory career what some department heads have worked for years to gain, and have never succeeded; and that is the knowledge of your employees as individuals, both at work and at play. You know their likes and dislikes, their ways and means. Make the utmost use of this knowledge, and you will find yourself well repaid both in production and the respect and confidence of your employees. I say again, I think your problem is self-made and will find its own solution by your being yourself. Following is an old proverb, I believe might serve as an ending:

"If one man dislikes you, *maybe* it's your fault;

If all the men dislike you, then it is your fault."

Honorable Mention—Frank G. Norris, Steubenville, Ohio; Charles L. Lamm, Tulsa, Oklahoma; Robert H. Lea, Fort Worth, Texas; H. B. Hobby, Tulsa, Oklahoma; W. A. Young, Spring Valley, California; J. A. Hillhouse, Marietta, Georgia; Wallace A. Rock, San Diego, California; L. C. Volberding, Marietta, Georgia; Joseph C. Perkins, Kokomo, Indiana; Joe Mackamul, Charles City, Iowa.

## NOTICE!

Trophies instead of cash prizes in Bowling Tournament.

The Zone A Coordinating Council announced recently a change in the prize system of the Fifth Annual National Bowling Classic being held at Los Angeles, California. This telegraphic tournament is on a handicap over-average basis and will have trophies instead of cash for prizes. All NAF Club Presidents and Secretaries have received specific information about the tournament and they will be sent a letter concerning this prize change. Entry fees collected will be returned 100 percent in trophies.



EDITOR CONGRATULATES VICE PRESIDENT—Wayne W. Parrish, left, Editor of American Aviation magazine, congratulates Humphrey W. Toomey, new Pan American World Airways Vice President with headquarters in Rio de Janeiro, on the latter receiving an honorary life membership in the PAA Management Club in Miami, Fla.

## BOOK REVIEW

Showmanship In Public Speaking

by Edward J. Hegarty

(McGraw Hill: \$3.75)

This book does not tell how to prepare a speech, but how to deliver it. It is full of practical suggestions on making any speech more pleasing to the audience. It covers the regular items of what to do with your hands and voice and also how to add many different types of interest-getters to keep the audience with you. It also tells how to handle awkward situations that may come up during a speech. It has ideas for the frequent speaker and the one who has to make a single speech.

L. Rogers



## INDUSTRIAL MAN...

(Continued from Page 28)

These monthly comments about our business go not only to our people here at Dayton but to our sales organization in this country and to our people in 92 countries around the world. And we have reason to believe that it is a link of considerable value between our office and all of our people.

In my own experience some of the greatest lessons in human relations have been learned on visits to our organizations in foreign countries. There you meet the additional problems, from a communications standpoint, of different languages, different religions, traditions and standards of living. Yet it is surprising how all of these people can be welded together into one business family.

### AN EXAMPLE OF POOR HUMAN RELATIONS

If I wanted to give anybody a quick lesson in what happens under bad human relations, I would send them to the Far East. There the wrong kind of human relations has been festering for generations, until today, this wrongness threatens you and threatens me. It threatens our security, our social and our economic system. It threatens everything we have and everything we hope to be.

Time and again I asked myself is there an analogy between business and this world problem of people of different races, creeds and languages getting along with each other. Why is it that business somehow finds a way to survive and to grow in the face of the same obstacles which so often handicap countries and governments. The basic reason is this: business is forced to acquire an understanding of the customs of a country and conduct itself accordingly. You either establish a common meeting ground or you do not do business.

Much can be said about the changing role of the foreman. His orbit is steadily expanding. With more and more responsibilities coming to him... with the expectation that he be an expert on labor relations, production, rates, insurance, annuities, costs and human problems, you may well

wonder sometimes what a foreman really is.

But you want to do a better job... to find new ways to gear yourself to competitive times. That is what every one of us has to do. When you stop trying to find a better way, you are finished. A man, like a business, dies from the top down. And both take the first step toward oblivion when they close their minds to change, to new methods, to new demands.

But that very fact has increased your own stature and will go on increasing it. The American foreman is held in greater respect today by the men at the bench and the man in the executive office than ever before in the history of industry. He has earned that respect, for today he is a manager in every sense of the word.

### American Industry Through Free Enterprise Surpasses Usual Accomplishments

Be Proud  
Management Men  
You Are Second To None

### THE NEW YORK AIR BRAKE COMPANY

Watertown Division  
WATERTOWN, NEW YORK

## ESCALATORS...

(Continued from Page 8)

two 'automatic escalators'. The first tied wages to the cost of living. It provided that for every increase or decrease of 1.14 points in the Bureau of Labor Standards (BLS) index of prices paid by middle-income families, wages should go up or down one cent an hour. The second escalator, known as the 'improvement factor', specified that wages should be advanced three cents an hour annually to reflect GM's year-to-gain in productivity. (The 1950 contract raised this to four cents an hour.)

### WHICH COMES FIRST

Which comes first—the chicken or the egg? Which comes first—rise in prices or rise in wages? The escalator clause, when a cost-of-

living adjustment is received, merely reflects the fact that 90 days before prices had increased enough to justify the wage increase. Walter P. Reuther is acknowledged to possess perhaps the keenest mind in labor leadership. He puts the case in a simple statement: "You can't say that wage increases which follow 90 days after the movement in the cost-of-living index are responsible for pushing the index upward."

In a special interview with Mr. Reuther published in *U. S. News and World Report* for April 6, 1951, he speaks for the auto workers:

"The important thing, however, is not the number of dollars a worker takes home but what he is able to buy with what he takes home. In the auto industry, we have agreed to gear our wages to the movement in the cost-of-living index because we learned, over a ten year period, that auto workers gained approximately 66 cents per hour in money wages but made only a 6 cents per hour gain in purchasing power. That is why our membership has accepted the principle of the cost-of-living escalator clause, because we have found that time and time again we were fighting to win wooden nickels that wouldn't buy anything at the grocery store."

### PRO AND CON

In the spring of 1951 there was a lot of controversy as well as speculation in regard to what stand the Wage Stabilization Board would take on the escalator clauses. If the clauses remained after June 30, would this affect inflation? The National Association of Manufacturers made a strong protest. Nevertheless the clauses were allowed to remain. Mr. Charles Wilson, the statesmanlike president of General Motors, wrote a magnificent constructive letter to the *New York Herald Tribune* justifying the GM contract. To his mind it was not inflationary but "it tends to resist inflation to some extent." Mr. Wilson wonders why there was no protest about the dividend policy of General Motors. Here was an inflationary act which added \$136 million to consumer buying power.

It is also well to add the remark

(Continued on Page 34)

MANAGE December 1952

# ★ MANAGE SERVICE BUREAU ★

## New Products and Free Publications for Management Men

### Fixes Flats From Outside

A new invention for fixing your automobile tire in case of a puncture without removing the tire from the wheel, has recently come on to the market.

Introduced in Colorado, the "Tyron" tire gun is enjoying wide acceptance in the West and the performance of this item is resulting in the gradual spread of its use throughout the country.

Imagine being able to remove a nail from your tire and immediately shoot in a compound which permanently repairs the puncture. In cases where you don't know where the leak is, apply water to the inflated tire, spot the leak by bubbles, and then "shoot". This versatile little gun works like magic making a permanent repair to tubeless tire punctures, also.

For more information—

### CIRCLE 1201 ON SERVICE COUPON

### Batteries are Cutting Costs

Lower cost per mile and superior performance are among the outstanding user benefits claimed for the new XF line of Exide heavy duty automotive replacement batteries announced by The Electric Storage Battery Company, Philadelphia, Pa.

Designed for starting, lighting and ignition service on gasoline and Diesel powered trucks and off-the-highway equipment, the new batteries are available in both 6-volt and 12-volt units at no advance in price.

Features of the XF line include a new grid alloy; new active material; new combination separators and retainers; containers and covers newly designed for ruggedness and safety; vibration-proof, heat resistant sealing compound; vent plugs of improved functional design, and electrolyte of lower specific gravity.

You can get more information on industrial and automotive batteries, just—

### CIRCLE 1202 ON SERVICE COUPON

### Select the Right Motor

The first slide rule of its type ever developed. Howard's Motor Selector, pocket-size contribution to the engineering world does a mammoth job. It provides detailed information on thirty-five EMC and CYCLOHM Fractional Motors in ratings from 1/2000 to 1/2 Horse Power—enabling the user to select at a glance the motor best suited for his needs. Extremely simple to use, the Motor Selector gives most of the vital statistics and specifications contained in the Howard catalog and provides a service which will save industry countless hours of research.

In your department, you may be interested in checking the motors to see if they are best suited.

This slide rule is free. It will be sent to you if you—

### CIRCLE 1203 ON SERVICE COUPON

### Prevent Loss of Hearing

An improved "Sonic Ear-Valv" made possible by a new silicon rubber ear insert tip is now available, according to Sigma Engineering Company, Los Angeles, California. The Lee Sonic Ear-Valv is the mechanical ear protector which acts as a protective ear drum by removing the harm from harmful loud noise while allowing the ear canal to remain open to receive air and permit hearing of ordinary voice level sounds.

The Lee Sonic Ear-Valv is being used by

major manufacturing companies and research laboratories in solving industrial noise problems, as company-furnished equipment for employees. It has proved helpful to companies whose noise problem has lead to arbitration in million-dollar hearing-loss suits. This is a human relations item worth investigating and recommending to your management.

For more information—

### CIRCLE 1204 ON SERVICE COUPON

### Check Your Wrenches

How to get long, useful life from adjustable wrenches is the subject of a helpful pamphlet called "First Aid for Adjustable Wrenches," produced by Utica Drop Forge & Tool Corporation, Utica, N. Y.

Common ailments of long-used adjustable wrenches are dealt with in pictures, diagrams and "how-to-fix-it" copy. The pamphlet also includes information regarding proper care and handling of new and undamaged wrenches to help prolong their life and working efficiency.

Every effort has been made to keep the instructions in suitable language for both the experienced worker and the beginner who is reasonably adept with tools.

Copies of "First Aid for Adjustable Wrenches" are offered free by Utica to foremen and supervisors.

### CIRCLE 1205 ON SERVICE COUPON

### New Literature Offered

(Circle the number on service coupon)

1206—A new bulletin on the collection of foundry cupola fume has just been published by American Wheelabrator & Equipment Corporation, Mishawaka, Ind. This bulletin provides a complete description of the collection system at one foundry with a Dustube cloth-tube-type collector on its cupola.

1207—A new 8-page booklet titled "Facts and Figures on Three Powerful X-Ray Tools for Non-Destructive Analysis" is available gratis from North American Philips Company, Inc., Mount Vernon, N. Y. Diagrams are used to show the principles of operation for the three instruments, data is given on recommended fields of application, and results to be obtained are explained.

1208—The Standard Pressed Steel Co., Jenkintown, Pa., has prepared a new four-page bulletin describing in pictures and text the company's entire line of **Hallowell** steel shop equipment. Included are steel work benches, cabinet benches and SPS' recently developed multiple unit benches with cabinet and drawer-section pedestals for storage. Also described are bench legs, drawer tier units, shop desks, steel carts, tool stands, tool carriers, portable cabinets, posture stools and knock-down, adjustable stools. Material, color, dimensions and shipping weight are given.

1209—All-leather heat-resistant gloves, said to be able to "take" temperatures up to 800° F., are described and pictured in a new bulletin offered by the distributor, **Mine Safety Appliances Company, Pittsburgh, Pa.** The gloves, manufactured by **Liberty Dressing Company, Gloversville, N. Y.**, are pliable, durable, comfortable and economical. They are the development of nearly 10 years of research. Soft, flexible leather impregnated with insulating and refractory materials is used. Inseam construction guards the threads against undue wear. The inner lining, of soft, selected leather, is sewn into finger tips to prevent separation when gloves are removed from perspiring hands. Models featured in the bulletin are 113G for temperatures up to 500° F., 213G with reinforced pre-shrunk palm up to 800° F., extra-long (13-inch) models, and outseam reversible mitts of similar construction.

1210—The North American Products Co., Milwaukee, Wis., announces the release of a new metal slitting saw catalog illustrating and describing the new **Woodman Carbide Tipped Metal Slitting and Slotting Saw**. This catalog contains all pertinent information and operating data regarding the operating characteristics and applications.

1211—A positive control for depth of hole is described and illustrated in a new 4 page bulletin No. 18-50 prepared by **Scully-Jones and Company, Chicago, Ill.** Standard stock sizes of Drill Stops are listed in this bulletin. Also illustrated and described are special drill stops and applications.

Note: Inquiries for the items listed above will not be serviced beyond Jan. 30.

## MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

MANAGE  
SERVICE  
BUREAU

Please send me further information on items circled below:

1201	1203	1205	1207	1209	1211
1202	1204	1206	1208	1210	

Name ..... Position .....

Firm ..... Business .....

Please ☐ Firm address }  
check ☐ Home address } Street .....

City ..... Zone ..... State .....

## ESCALATORS . . .

(Continued from Page 32)

of Mr. Wilson in regard to the improvement factor. He writes: "Most people will agree that if productivity increases with wages, then the increased wages are not considered inflationary. This is considered true, because the increased production would supply the increased goods that those who have the increased purchasing power (increased wages) might want to buy."

Every good citizen should be anxious that industrial peace prevail. In speaking with the personnel director of a General Motors plant a few weeks ago, I listened to a story of high praise for what the escalator clauses had accomplished for harmony and a real sense of security for the working force. All this should tend toward increased production. Again Mr. Wilson testifies "We have a very satisfied working force. We did achieve an improvement in labor efficiency last year, somewhat in excess of the two-and-one-half per cent we granted to our men."

It is interesting to study the arguments against the escalator clauses. Some objectors maintain that a wage raise to offset the rising cost-of-living is not a true wage increase. But during the life of a contract without an escalator clause the worker would lose if prices went up. With the clause he is certain to keep up his living standard. At the end of the contract the union can ask for a straight increase before resuming the escalator principle. It is to be noted that General Motors added the improvement factor to guarantee an increase.

Another complaint is that the escalator clause is designed to keep basic wages low. Why are the wages low? Not because of the escalator clause which has yet to enter the picture. The answer is simply that in the past individual or union action has not been strong enough to secure a just wage in keeping with a decent standard of living. In this respect the writer sees the same unfairness which was evident in earlier profit-sharing schemes as a means to keep basic wages low and to check unioniza-

tion. The principle of the escalator should operate only when there is a just wage. In the stronger unions like the United Auto Workers there seems to be no difficulty.

Others claim that the Consumers' Price Index of the Bureau of Labor Statistics does not reflect true living costs. The debate centers around what moderate-income families should enjoy. Back in February, 1948, the BLS published "The City Worker's Family Budget". It stated that: "The budget was designed to represent the estimated dollar cost required to maintain this family (of four) at a level of adequate living—to satisfy prevailing standards of what is necessary for health, efficiency, the nurture of children and for participation in community activities. This is not a 'subsistent' budget, nor is it a 'luxury' budget; it is an attempt to describe a modest but adequate standard of living." This budget was for a family of four—father, mother, two children in school.

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**Don't worry if your job is small,  
And your rewards are few;  
Remember that the mighty oak  
Was once a nut like you.**

---

In addition to the basic necessities of food, clothing and shelter, this budget included a car, gasoline, electric refrigerator, radio, medical and hospital care. Recently a television set, frozen foods, electric toasters, and group hospitalization have been added. Somebody wants taxes to be included. No wonder that a big newspaper cried out: "What, no caviar?" Having seen the dire conditions of working people in ten European countries in 1950, this writer contends that the average worker who is protected by a contract based on the BLS index should be down on his knees in grateful prayer. Finally, if the point were justified, the correction is in the index, not in the principle of the escalator.

In the first half of 1951 the New York State Labor Department reported 72 new contracts covering about 46,000 workers afforded cost-of-living adjustments. Most of the contracts followed closely the GM formula. Many types of industries

—chemical, machinery, textile, paper, printing, transportation, construction — were concerned. CIO unions signed 44 per cent of the contracts, AFL unions 36 per cent, and independent unions 20 per cent. The last quarter report also shows a steady increase in such contracts.

### THE TREND TOWARD SECURITY

What is behind this movement? It is simply part of the general trend of the American people toward security. Older men and women remember too vividly the ten years of a cruel depression which saw 15,000,000 people seeking in vain for work. Every step which will assure them against such a recurrence warrants their attention. The main objective is continuous employment. During the past thirty years the nation has made progress toward assuring a minimum of security by provision for old age in an extensive social security program, for unemployment, for the handicapped worker, and for periods of sickness and accidents.

Yet in this great trend toward security our citizens must be alerted to the protection of liberty. For many men in despair will barter their liberty for security. It is well to know that the alternative to a community which is thoroughly organized to advance security and to protect liberty is the totalitarian state where the citizen is forced to surrender fundamental rights. The prison at Sing Sing affords a certain type of security, but there is no freedom.

Granting that the escalator clause is still in an experimental stage, its rapid growth in many contracts proves that it is acceptable to millions of workers dependent upon a just wage for their livelihood. It has advanced peace in many industries. In turn, without strikes and dissatisfaction, there has resulted increased productivity. If the escalator clause is accepted where there are understanding and good will between labor and management, if basic wages have been constantly just, there is every reason to hope that there will be mutual gain on the part of all concerned.

MANAGE December 1952





# MANAGE MIRTH



A man, upon leaving church, greeted the minister and congratulated him by saying, "Parson, that was a damn good sermon."

The preacher replied, "Please, sir, watch your language."

To which the man said, "It was such a damn good sermon that I dropped \$100 in the collection plate."

"The hell you did," exclaimed the parson.

\* \* \*

Office-Boy (nervously): "Please, sir, I think you're wanted on the phone."

Boss: "You think! What's the good of thinking?"

"Well, sir," the voice at the other end said, "Hello, is that you, you old idiot?"

\* \* \*

The busy executive asked his secretary where his pencil was.

"Behind your ear," she answered.

"Come, come," snapped the big shot, "I'm a busy man. Which ear?"

\* \* \*

Bus driver: "How old are you, little girl?"

Little Girl: "If you don't mind, Mac, I'll pay full fare and keep the statistics to myself."

\* \* \*

Son: "Dad, I'm in love with a girl."

Dad: "Son, you couldn't have made a better choice."

\* \* \*

Boss: "You are twenty minutes late again. Don't you know what time we start work around here?"

New Employee: "No, sir, they're always at it when I get here."

"For goodness sake, use both hands," shrieked the beautiful young thing in the auto.

"I can't," said her escort. "I have to steer with one."

\* \* \*

"I was reading in the paper this morning about an editor who was struck by lightning while he was swearing. Remarkable, wasn't it?"

"Oh, I don't know. It would be much more remarkable if lightning were to strike an editor when he wasn't swearing."

## DOWN AT THE SALT MINES



Frye

"Don't care how much the gang kids me—I'm not gonna cut it off. Might spread out and multiply..."

"Gus," said Bill, as he caught up with Gus on the way back to camp, "are all the fellows out of the woods yet?"

"Yes," said Gus.

"All six of them?"

"Yes, all six of them."

"And they're all safe?"

"Yep," answered Gus, "they're all safe."

"Oh swell, then," said Bill, his chest swelling, "I've just shot a deer."

\* \* \*

Editor: "Do you think I should put more fire into my editorials?"

"No," replied a reader. "Vice versa."

\* \* \*

The little girl was moving from California to Texas and was greatly excited. The night before leaving, saying her prayers as usual, she ended with: "God bless Mommy and Daddy and Tommy. And this is goodbye, God—we're moving to Texas tomorrow!"

\* \* \*

"I've been asked to get married plenty of times," said the country girl with a toss of her head.

"Who asked you, Gertie?" inquired her boy friend.

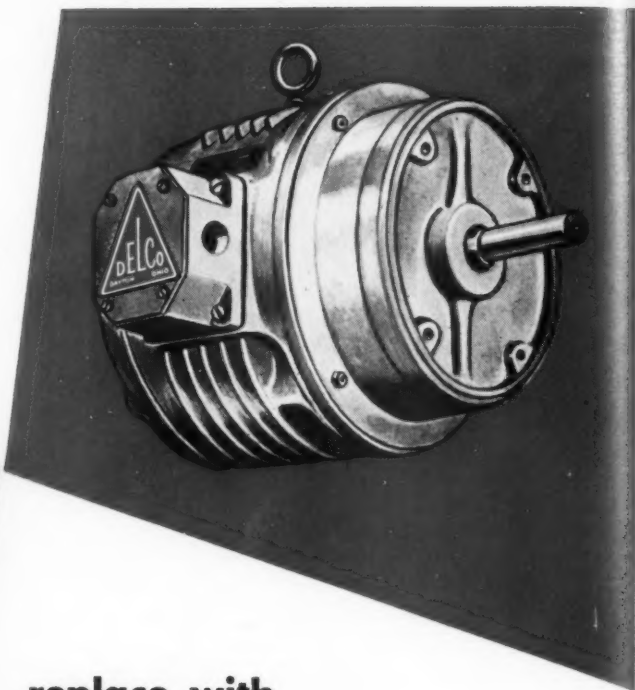
"Pa and Ma."

\* \* \*

"Do you permit your wife to have her own way about everything?"

"I do not. She has it without my permission."

*Those  
in the know...*



replace with

# DELCO MOTORS

When motor replacements are needed—fast—it's a great satisfaction to be able to *reach for a name*. A name like *Delco*.

Those who know their integral motors—master mechanics, electrical engineers, plant engineers—know that the name *Delco* identifies integral motors that *exceed* industry standards in matters of performance, dependability and long life.

## THERE'S A DELCO FOR PRACTICALLY ANY INDUSTRIAL APPLICATION

Open and closed motors up to 100 h.p. for standard foot mountings. NEMA C&D flange-mounted motors up to 30 h.p. Available through local Delco motors distributors.

## DELCO PRODUCTS

Division of General Motors Corporation  
Dayton, Ohio

Available Through Local Delco Motor Distributors

